



AUSTRALIAN
PARALYMPIC
COMMITTEE

2016/17 Annual Report

Covering the period 1 October 2016 to 30 June 2017

Australian Paralympic Committee Ltd

PO Box 596
Sydney Markets
NSW 2129

Building A
1 Herb Elliott Avenue
Sydney Olympic Park
NSW 2127

T: +61 2 9704 0500
F: +61 2 9704 0589
E: auspara@paralympic.org.au

www.paralympic.org.au

ABN 41810 234 213
ACN 061 547 957

2016 Australian Paralympic Awards

Paralympian of the Year:

Dylan Alcott (Wheelchair tennis)

Female Paralympian of the Year:

Maddison Elliott (Para-swimming)

Finalists:

Ellie Cole (Para-swimming)
Carol Cooke (Para-cycling)
Katie Kelly (Para-triathlon)
Lakeisha Patterson (Para-swimming)

Male Paralympian of the Year:

Dylan Alcott (Wheelchair tennis)

Finalists:

Ryley Batt (Wheelchair rugby)
Curtis McGrath (Para-canoe)
Scott Reardon (Para-athletics)
James Turner (Para-athletics)

Rookie of the Year:

James Turner (Para-athletics)

Finalists:

Brayden Davidson (Para-athletics)
Lakeisha Patterson (Para-swimming)
Tiffany Thomas Kane (Para-swimming)
Sam Von Einem (Para-table tennis)

Team of the Year:

Australian Sailing Team (Para-sailing)

Finalists:

Australian Steelers (Wheelchair rugby)
Men's Quad Doubles (Wheelchair tennis)
Women's 4 x 100m Freestyle Relay Team (Para-swimming)
Women's 4 x 100m Relay Team (Para-athletics)

Coach of the Year:

Iryna Dvoskina (Para-athletics)

Finalists:

Corey Bacon (Para-triathlon)
Harley Connolly (Para-swimming)
Brad Dubberley (Wheelchair rugby)
Andrea King (Para-canoe)

Uncle Kevin Coombs Medal for the Spirit of the Games:

Liesl Tesch (Para-sailing)

President's Award for Excellence in Sportsmanship:

Kate McLoughlin (Rio 2016 Chef de Mission)

AUSTRALIAN
PARALYMPIC
COMMITTEE



AUSTRALIAN
PARALYMPIC
COMMITTEE



CONTENTS

President's Report	02
Chief Executive Officer's Report	04
The Australian Paralympic Committee	06
Finance	08
Message from the Australian Sports Commission	11
Paralympic Performance	13
Para-sport Reports	18
Commercial	29
Communications	34
Knowledge Services	38
Stakeholder Engagement	39
Corporate Operations	40
APC Sponsor Family	42

Front cover: Sean Pollard

Inside cover: 2016 Australian Paralympic Awards recipients and Hall of Fame inductees

PRESIDENT'S REPORT



Every year, the Australian Paralympic Committee (APC) does its best to enable Australians with disabilities to participate in sport and compete at the Paralympic Games. We believe there are positive physical and social benefits to participation in sport for people with a disability, and while we remain committed to producing world-class athletes, we

are also proud of our broader role as advocates for diversity and inclusion.

The 2016/17 reporting period has been one of great success for the APC. As we count down to the PyeongChang 2018 Paralympic Winter Games, Australia's profile in the winter sport world has been boosted by the extraordinary achievements of our athletes. Alpine skier and two-time Paralympian Mitchell Gourley won his first ever World Championship title in January, while snowboarder Joany Badenhorst capped a memorable season on the slopes with a World Cup Crystal Globe as the season's most consistent high achiever. Our emerging winter athletes have also gained some valuable international experience, with alpine skiers Patrick Jensen, Jonty O'Callaghan and Shaun Pianta all making their World Championship debut.

More than 12 months have passed since the 2016 Australian Paralympic Team, formidably led by Chef de Mission Kate McLoughlin and co-captains Daniela Di Toro and Kurt Fearnley, achieved our Australia's Winning Edge (AWE) target of a top five finish. Kate's leadership of the Team and her commitment to the Chef de Mission role was impressive and unrivalled globally, and I was proud to present her with the President's Award for Excellence in Sportsmanship at the Australian Paralympic Awards in December.

As a result of our performance in Rio last year, the APC's reputation for successfully delivering cohesive national teams to large-scale, multi-sport events

has grown exponentially. In May, Commonwealth Games Australia engaged the APC to assist with elements of planning, organising and managing the 2018 Australian Commonwealth Games Team. It is a partnership the APC is proud of, and we look forward to further collaboration, especially the sharing of expertise, with peak sporting bodies in the lead-up to Tokyo 2020.

The incredible achievements of the Australian Paralympic Team in Rio continue to resonate with fans, and the APC recognises this is in no small part due to Seven West Media's groundbreaking coverage of the Games, which set a new standard of excellence for the Paralympic movement in Australia, and further established the APC as a true leader in disability sport.

Further media rights deals for the 2017 IPC World Athletics and Swimming Championships, along with the 2018 Paralympic Winter Games will form a key part of the APC's engagement strategy in 2017/18, and we are confident of securing deals that will take Australian Paralympic sport to new levels. It is more important now than ever to continue growing awareness of Paralympic sport, and we are excited to keep on this upwards trajectory over the next three years and into Tokyo.

It would be impossible for the APC to fulfil its role in the representation of Australia at the Paralympic Games were it not for our longstanding relationship with the Australian Government. Particularly, I would like to extend my thanks to the former Federal Minister for Health and Sport, the Honourable Sussan Ley MP and officially welcome the Honourable Greg Hunt MP to the role. I am grateful to Minister Hunt for embracing the values of our Mob and the Paralympic movement more broadly, and I look forward to continuing to work together to promote inclusion in sport.

Looking ahead, the APC is laser-focussed on delivering sustainable Paralympic sport outcomes, and fully committed to long-term financial viability. To be in a position to achieve this, we have been reliant on the outstanding support of the Australian Sports Commission. Thank you to the Chairman of the ASC, Mr John Wylie AM and Chief Executive Kate

Palmer for your expertise and support throughout this period.

I would also like to record my thanks to our 16 member organisations, national federation partners, and the national institute network. To ensure the best possible outcomes for our athletes at the Paralympic Games and other major Para-sport events, it is crucial we work together. Your ongoing commitment to collaboration is genuinely appreciated.

So much of what we do at the APC would not be possible without the generous backing of our corporate sponsors and donors. To achieve our performance goals, especially our AWE targets, we recognise the importance of growing non-government revenue. Thank you to our corporate partners and donors for prioritising diversity and inclusion by embracing Paralympic sport, particularly the efforts of our outstanding Australian Team.

Finally, to my colleagues on the APC Board of Directors and our Chief Executive Lynne Anderson; your pursuit of excellence in governance is only matched by the passion and drive of our staff. Thank you all for your belief in our movement. It is a true privilege of mine to work with you.

With PyeongChang now on the horizon, I wish athletes and their families, coaches and support staff the best of luck as they enter the final stages of their preparation. The stage is set, and I speak for all of the APC when I say we are right behind you.

Glenn Tasker
President
Australian Paralympic Committee





AUSTRALIAN
PARALYMPIC
COMMITTEE

CHIEF EXECUTIVE OFFICER'S REPORT



As the APC continues to develop as a global leader in disability sport, we remain firmly committed to our organisation's core objective of creating opportunities for Australians with disabilities to participate in sport and compete at the Paralympic Games.

Following the success of Rio 2016, the APC has worked hard to consolidate its financial strength and enhance its position in an increasingly competitive Australian sports marketplace. Through clear strategic direction and expert governance, the APC looks set to pay back its loan in full to the Australian Sports Commission (ASC) nearly four years ahead of schedule in September 2017.

To maintain and capitalise on this success at a time of unparalleled exposure and opportunity, we must continue to position our athletes at the centre of everything we do. There are many clear advantages on all sides to be gained from ongoing and meaningful engagement with our athletes, which is why the APC re-established its Athlete Commission during the reporting period. The calibre of talent on the Athlete Commission is outstanding and we are excited to work closely with each member to see what we can achieve together throughout the four years of the Paralympiad.

Among the key decisions by the APC this reporting period was the reappointment of Kate McLoughlin as Chef de Mission for the 2020 Australian Paralympic Team, more than three years out from the Games. Kate led our Team superbly in Rio, and as Paralympic competition only grows in intensity, an appointment this early in the cycle is sure to give our athletes and staff every opportunity to build the cohesive Team environment that can help breed success.

The APC's capacity to successfully plan and deliver large-scale, multi-sport national teams to a Games

was recognised in May through a groundbreaking agreement with Commonwealth Games Australia (CGA). In this partnership, the first of its kind, the APC will contribute to the planning, organisation and management of the 2018 Australian Commonwealth Games Team, while CGA will provide team service support to the Australian Paralympic Team in the lead-up to the Paralympic Games. We are excited to share our expertise with CGA, and proud to set the benchmark for greater collaboration between Australia's peak sporting bodies.

With preparations for PyeongChang 2018 and Tokyo 2020 now in full swing, our athletes show no sign of slowing either. During the reporting period, Curtis McGrath became the first athlete with a disability to be crowned Sportsman of the Year at the World Paddle Awards; so too Newcombe medallist Dylan Alcott, who was behind the push for the Australian Open wheelchair tennis final to be played on Centre Court, a first in Grand Slam history.

Further consolidating our respected place in Australian sport, the APC has undertaken a complete review of its commercial operations and initiatives. We recognise the huge commercial potential of the Paralympic movement in Australia, and would like to maximise our impact in this space by nurturing, growing and protecting the Paralympic brand. The results of this review will be rolled out in the coming months.

Also, following the success of the APC's first-ever commercial broadcast partnership with Seven West Media, which delivered 20 per cent more Paralympic action than the ABC's London 2012 coverage, the APC secured a broadcast agreement with Fox Sports Australia for the 2017 World Parathletics Championships in London. Through these partnerships, we are delivering more world-class performances to an engaged and passionate sporting fan base. It is incredibly satisfying to see a growing appetite from traditional broadcasters to screen Paralympic content and we are so excited to develop these relationships further.

The APC is working tirelessly to support strong pathways for Australians with disabilities to participate in sport. Our ongoing success, in many cases against the odds, is reliant on fostering close ties with the Australian Government through the Australian Sports Commission, and our partnerships with our 16 member organisations, national federations, stakeholders, sponsors and supporters. Thank you all for believing in our movement and ensuring it continues to thrive.

Thank you to APC President Glenn Tasker and his colleagues on the APC Board. Your leadership, passion and expertise have guided us through a challenging period in the organisation's history, and into a new era of Paralympic sport in Australia. I would also like to express my deep gratitude to the staff at the APC. Without you, our incredible turnaround would not have been possible. Your dedication to our movement is difficult to match, and it is such an honour to work alongside you all.

Finally, to the athletes and their families, coaches and support staff who make all of this possible; you are the reason we come into work every day. As you strive for success at PyeongChang 2018 and Tokyo 2020, we will continue exploring new opportunities for growth through innovation.

It has been an incredibly successful 2016/17 reporting period for the APC, and I am confident our foresight and strong strategic direction will stand us in good stead for the year ahead. The APC recognises its broader role as a powerful advocate for Australians with disabilities, and we remain firmly committed to harnessing this voice to effect positive change.

Lynne Anderson
Chief Executive Officer
Australian Paralympic Committee



AUSTRALIAN
PARALYMPIC
COMMITTEE

THE AUSTRALIAN PARALYMPIC COMMITTEE

APC Board

President Glenn Tasker
Directors David Baker (resigned 8 December 2016)
 Kurt Fearnley (appointed 27 October 2016)
 John Hartigan
 Rosie King
 Helen Nott
 Jock O'Callaghan

APC Member Organisations

Athletics Australia
 Australian Sailing
 Basketball Australia
 Blind Sports Australia
 Boccia Australia
 Cerebral Palsy – Australian Sport and Recreation Federation (resigned 10 May 2017)
 Cycling Australia
 Disabled Wintersport Australia
 Disability Sport Australia
 Equestrian Australia
 Football Federation Australia
 Rowing Australia
 Shooting Australia
 Sport Inclusion Australia
 Swimming Australia
 Table Tennis Australia
 Tennis Australia

APC Staff

Sam Allan
 Coordinator, Managed Sports

Lynne Anderson
 Chief Executive Officer

Nat Browne
 Manager, Team Operations – Summer Games

Vanessa Cardinale
 General Manager, Finance

Kieran Courtney
 Sports Data Analyst

Peter Crewe-Browne
 Chief Financial Officer

Daniela Di Toro
 Athlete Engagement and Wellbeing Officer (from February 2017)

Brad Dubberley
 Head Coach, Wheelchair rugby

Denise Duong
 Finance Officer

Alex El-Shamy
 General Manager, Commercial and Marketing

Daniel Evans
 Manager, Data Management and Accreditation (from June 2017)

Georgina Exton
 Executive, Sponsorship

Keren Faulkner
 Manager, Performance Services

Shellee Ferguson
 Manager, Team Operations – Winter Games (from February 2017)

Isabel Hext
 Coordinator, Fundraising (until May 2017)

Natalie Hutchinson
 Manager, Team Operations (until March 2017)

Katie Kelly
 Project Manager, Commercial and Marketing (from October 2016)

Paul Kiteley
 General Manager, Paralympic Performance (from March 2017)

Cathy Lambert
 Advisor, Para-sport Engagement and Classification

Tim Mannon
 General Manager, Communications

Tim Matthews
 Manager, Performance Talent and Para-sport

Kate McLoughlin
 General Manager, Paralympic Performance

Michele Menso
 Manager, Managed Sports (until January 2017)

Anna Muldoon
 Manager, Classification

Timothy Murphy
 Assistant, Desktop Support (until November 2016)

Louise Nelson
 Manager, Marketing and Licensing

Paul Oliver
 General Manager, Stakeholder Engagement

Ross Pinder
 Specialist, Skill Acquisition

Kara Refford
 Liaison Coordinator, Athlete and Member Engagement

Lauren Robertson
 Coordinator, Media and Public Relations (from March 2017)

Sascha Ryner
 Manager, Media and Public Relations

Kate Smith
 Manager, Outfitting (until October 2016)

Ben Troy
 General Manager, IT Operations

Caroline Walker
 Manager, Logistics (until June 2017)

Shontayne Ward
 Executive Assistant to the CEO

Natasha Welsh
 Manager, Team Operations – Summer Games (from June 2017)



Kurt Fearnley and Daniela Di Toro

FINANCE

Finance Report – for the Year Ended 30 June 2017

The Australian Paralympic Committee Ltd operated in all states and territories of Australia during the year ended 30 June 2017, and this finance report reflects those operations. There was significant activity in relation to the Rio 2016 Paralympic Games, which took place in September 2016.

The APC has a five-year corporate and budget strategy outlining its goals and key business initiatives, to facilitate the accomplishment of its five fundamental strategic priorities. These are:

1. Invest in Para-performance;
2. Rebuild cash reserves;
3. Expand the commercial portfolio;
4. Deepen stakeholder engagement; and
5. Grow the Paralympic brand.

The operating surplus for the year ended 30 June 2017 amounted to \$1,505,674. This 2017 result occurred after revenue of \$13,344,625 and gross expenditure of \$11,838,951.

This financial report has been prepared on a going concern basis, which contemplates the continuity of normal business activities and realisation of assets and liabilities in the ordinary course of business.

The APC has a loan of \$2.25 million from the Australian Sports Commission. Thanks to an outstanding financial performance during the financial year, the organisation is set to repay the loan in full at the end of September 2017, while continuing to make appropriate investments in other key areas.

A summary of the Finance Report for the 12 months ended 30 June 2017, together with the comparatives

for the previous year, are outlined below. The APC Finance Report for the year ended 30 June 2017 can be made available by contacting the Sydney office of the APC.

Fundraising revenue decreased by \$3.4m from the previous year due to the activity being delivered just prior to the commencement of Rio 2016. Meanwhile, there was an increase of \$2.2m in sponsorship revenue, which can be attributed to the strengthening of the APC brand through its commercial broadcast partner, Seven West Media.

The balance sheet reflects a healthy cash balance of \$6.2m at 30 June 2017. While \$2.25m of this balance will be used to make the full repayment of the ASC loan during the 2017/18 reporting period, the APC expects to continue to have strong cash reserves throughout the next financial year.

Loans included in long-term liabilities decreased from \$2.25m last year to \$0m at 30 June 2017. This decrease represents the movement of the loan into current liabilities. The APC is comfortably within the covenants imposed by the ASC loan agreement.

As in prior years, the APC is extremely grateful for the continued support of our sponsors, benefactors and particularly, the Australian Government through the ASC.

Statement of Comprehensive Income – For the Year Ended 30 June 2017

	2017 \$	2016 \$
Revenue		
Grants	3,822,053	5,436,210
Sponsors	4,673,138	2,490,863
Fundraising	3,770,007	7,147,475
Investment income and bank interest	136,678	89,710
Membership fees and other income	842,749	210,165
Broadcasting	100,000	600,000
Total revenue	13,344,625	15,974,423
Expenses		
Sport programs	(2,181,167)	(2,562,293)
Paralympic and other Games	(3,046,074)	(2,597,149)
Promotion, marketing and media	(1,179,982)	(1,206,743)
Fundraising	(2,739,162)	(4,681,137)
Administration	(2,628,096)	(2,456,491)
Broadcasting	(64,470)	(349,682)
Total expenses	(11,838,951)	(13,853,495)
Operating surplus before income tax	1,505,674	2,120,928
Income tax expense	-	-
Net surplus attributable to the members of the Australian Paralympic Committee Ltd	1,505,674	2,120,928
Other comprehensive income	-	-
Total comprehensive income	1,505,674	2,120,928

Statement of Financial Position – As at 30 June 2017

	2017 \$	2016 \$
Assets		
Current assets		
Cash and cash equivalents	6,266,400	5,915,925
Trade and other receivables	579,293	1,277,275
Total current assets	6,845,693	7,193,200
Non-current assets		
Property, plant and equipment	162,613	207,236
Total non-current assets	162,613	207,236
Total assets	7,008,306	7,400,436
Current liabilities		
Trade and other payables	507,516	1,177,401
Provisions	43,240	29,716
Deferred revenue	734,118	2,000,163
Loan	2,250,000	-
Total current liabilities	3,534,874	3,207,280
Non-current liabilities		
Loan	-	2,250,000
Provisions	111,841	87,239
Total non-current liabilities	111,841	2,337,239
Total liabilities	3,646,715	5,544,519
Net assets	3,361,591	1,855,917
Equity		
Accumulated funds	3,361,591	1,855,917
Total equity	3,361,591	1,855,917



AUSTRALIAN
PARALYMPIC
COMMITTEE



MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION



The Australian Sports Commission thanks all of our partner National Sporting Organisations (NSOs) for your continued hard work and commitment to excellence. All of you understand innately the importance of sport in Australian life. It's much more than a source

of national identity and pride, it's the fabric that binds us together – a common language for all, with multiplier benefits in health, education, social cohesion and the economy.

There were many great sporting events to celebrate during the course of last year – the launch of both the AFL Women's competition and the National Netball League with prime-time TV coverage, our most successful winter sports season ever on the world stage, and fairy-tale victories against the odds for Cronulla in the NRL and the Western Bulldogs in the AFL.

Last year's Olympic and Paralympic Games underscored the challenge however for Australia in retaining its status as one of the world's pre-eminent sporting nations, given rising competition from developed and developing nations alike. We must keep innovating, being bold and willing to change both on and off the field if we are to succeed, not just in Olympic and Paralympic sports but across the sporting spectrum.

We appreciate the willingness of NSOs to embrace this challenge. We commend athletes for their dedicated commitment to training ahead of the PyeongChang 2018 Winter Olympic and Paralympic Games, the Gold Coast 2018 Commonwealth Games and, further ahead, the Tokyo 2020 Olympic and Paralympic Games.

One of the most important long-term challenges for our country is to help our children be physically active, to participate in sport and enjoy its lifelong benefits.

The ASC's Sporting Schools program has now reached more than 5,600 primary schools around Australia and has already begun a targeted program for high schools. It is vital to ensure physical education is re-emphasised in the national school curriculum. To this end, the ASC has been doing groundbreaking work on physical literacy of children and youth and we look forward to rolling this out nationally in the year ahead.

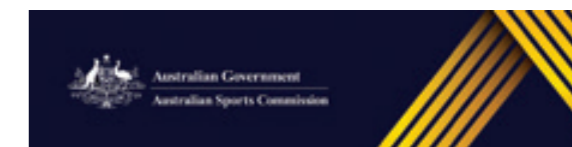
As the national leadership organisation for sport in Australia, the ASC was delighted when our new Minister for Sport the Honourable Greg Hunt recently proposed a National Sports Plan, the preparation of which will be led by the ASC. This will create, for the first time, a comprehensive blueprint for Australian sport. It's an outstanding initiative and we thank the Minister for his leadership and vision. We hope all NSOs take the opportunity to contribute their views to the plan.

Most of you will know that this year the ASC welcomed a new CEO Kate Palmer, a talented sports leader, who has quickly built excellent relationships with sports and is embracing the challenges ahead with an inspiring enthusiasm.

Finally, I say a big thank you to the army of volunteers – parents, coaches, officials and administrators – who contribute their time and services for the good of Australian sport. You bring community strength, passion and great value to the identity, productivity, cohesion and health of our nation.

The ASC wishes you every success in the year ahead. We look forward to working closely with you for the common good of Australian sport.

John Wylie AM
Chair
Australian Sports Commission





PARALYMPIC PERFORMANCE

Games Delivery

The APC's Games Delivery division manages the planning, coordination and delivery of the Australian Paralympic Team, to achieve success at the Paralympic Games.

It aims to deliver a world-class performance environment for athletes and officials through the provision of support services, logistics and operational expertise, and the engagement of national federations (NFs), the Australian Institute of Sport (AIS), the National Institute Network (NIN), and other stakeholders.

PyeongChang 2018

Planning for the delivery of the 2018 Australian Paralympic Team gathered significant momentum during the reporting period, with a site visit to PyeongChang taking place to coincide with the final Chef de Mission seminar and the IPC World Cup Finals in March.

The Chef de Mission of the Team, Nick Dean, along with two operational members of the APC's staff and a representative from Ski & Snowboard Australia (SSA) attended the site visit. Their focus was to tour Games venues and attend meetings with key functional area managers of the PyeongChang 2018 Organising Committee to gather up-to-date information on all areas of Team Operations.

Team Processing was held in Melbourne in May, and provided an ideal opportunity for all potential athletes and officials to hear about the plans in place for the delivery of the Team, provide personal data, try on their Team uniform, and participate in education around anti-doping, supplements and media opportunities.

Tokyo 2020

Preparations for Tokyo 2020 reached a key milestone with the APC's first official site visit to Tokyo in March. With three APC staff members from the Games Delivery, Commercial and IT Operations teams in attendance, the 10-day trip was focussed primarily on the identification of a suitable location for a pre-Games staging camp for the 2020 Australian Paralympic Team.

Four cities hosted the APC delegation in the hope their city would prove to offer the ideal location, world-class facilities, accessible accommodation and transport options for the Australian Team. The city of Kobe was the clear front runner and negotiations were continuing as the reporting period came to a close.

The site visit also served as an important opportunity to meet with the Tokyo 2020 Organising Committee, tour Games venues and locations and meet with key functional area managers.

Campaign Rio and Misshon 2020

Since 2009, the APC has hosted or participated in biennial Games planning workshops aimed at providing up-to-date campaign operations information, including sessions which explore elements of performance services, skill acquisition, classification, research and innovation. Two workshops were held during the reporting period.

The first was a review of Rio 2016 as part of the 'Campaign Rio' series, and ran in November 2016 in partnership with the AIS and the Australian Olympic Committee. It provided participants with an analysis of the Paralympic and Olympic survey results collected from athletes and staff six months and two months prior, and one month post the Rio 2016 Paralympic and Olympic Games. The APC also conducted a Paralympic-specific session to discuss lessons learnt and to give Team Leaders an opportunity to give feedback on Games Delivery for the purpose of improving operations in the lead-up to Tokyo 2020.

The second was the inaugural 'Misshon 2020' workshop, held at the NSW Institute of Sport and Optus' Macquarie Park Campus in Sydney in May. It gave NF representatives and other key officials the opportunity to understand the APC's Games Delivery strategies for the PyeongChang 2018 and Tokyo 2020 cycles, as well as develop relationships with officials from other sports. The 'Misshon 2020' series will be integral to building on the supportive and cohesive culture the Australian Paralympic Team has grown a reputation for.

Partnership with Commonwealth Games Australia (CGA)

In May 2017, the APC announced a groundbreaking partnership with CGA, aimed at providing Australian athletes the best possible environment for success at the Gold Coast 2018 Commonwealth Games.

The first of its kind between peak bodies, the partnership will see a new level of collaboration between the APC and CGA, with the benefits shared by Australian athletes.

As part of the agreement, the APC will contribute to the successful planning, organisation and management of the 2018 Australian Commonwealth Games Team, with CGA in turn providing team service support for the Australian Paralympic Team at Paralympic Games.

Athlete Engagement

As a result of the success of the athlete-centric approach the APC took to Rio 2016, including the introduction of the Mob and the re-introduction of

Team Captains, the Games Delivery team invested in the following initiatives, with a view to continuing to foster a cohesive Team culture:

- Re-establishment of the APC Athlete Commission, with a call for Expressions of Interest issued in March 2017;
- Employment of an Athlete Engagement and Wellbeing Officer in six-time Paralympian and Rio 2016 co-captain, Daniela Di Toro. Di Toro will facilitate suitable referral solutions for athletes, both past and present, not covered by the NSO framework; and
- Launch of 'Athlete Transition Forums' to enable athletes and officials to openly discuss transition, mental health and wellbeing, as well as to address the gaps in support and identify ways in which the Mob can connect more effectively. Hosted by Optus, these forums involved over 45 participants across two dates, and were attended by a representative of the AIS' Performance Psychology team.



Paralympian Jessica Gallagher, CGA CEO Craig Phillips, APC CEO Lynne Anderson, Chef de Mission of the 2018 Australian Commonwealth Games Team Steve Moneghetti and Paralympian Ashleigh McConnell at the announcement of the APC and CGA's groundbreaking partnership



Brad Ness

Performance Services

The APC's Performance Services team develops and shares expert specialist knowledge of Paralympic sport to optimise the identification, preparation and performance of athletes. It aims to enhance medal outcomes at the Paralympic Games through:

- Collaboration with national federations to improve support service delivery, athlete health and the effectiveness of Daily Training Environments;
- Engagement of experts and external organisations;
- Targeted education;
- Delivery of research and innovation through partnerships with NFs, the AIS and the NIN; and
- Dissemination of evidence-based information and exploration of new ideas.

During the reporting period, the APC won an AIS Competitive Innovation Fund grant to compare seating solutions in a range of sports. This project will document the process for customised equipment delivery to assist athletes with future sport equipment selection.

The Performance Services team also finalised its research of customised travel seating. In summary, there were seven travel-related skin injuries which affected preparation for and performance at the London 2012 Paralympic Games, and none at Rio 2016.

Research collaborations have continued with two PhD scholars through the University of Adelaide School of Mechanical Engineering. The APC has also supported research by the University of Canberra and the AIS, and the University of Queensland, with regard to running biomechanics in athletes with cerebral palsy, and the training and lifestyle benefits of high-needs swimmers, respectively.

Skill Acquisition

Skill acquisition support during the 2016/17 reporting period built on knowledge gained in the lead-up to Rio, focussing on coach education, practice design, and research and innovation that can offer a competitive edge throughout the next four years of the Paralympic cycle.



Sarah Stewart and Grant Mizens with Optus staff at the launch of the 'Think Big Gold Medal Challenge'

On top of major projects in athletics, boccia, shooting, table tennis, wheelchair rugby and wheelchair tennis, the APC will look to continue to provide flexible and creative support for sports in 2017/18, as well as explore ways to increase its capacity for skill acquisition services.

Two significant research and innovation projects were also initiated during the reporting period. Targeted for benefits across all Paralympic sports, both projects are in collaboration with world-leading institutes and researchers, and focus on:

1. The role and development of technology for practice, in collaboration with Optus and Queensland University of Technology. This includes the establishment of the 'Think Big Gold Medal Challenge', which examines how best to support skill development for athletes; and
2. Understanding the development of expertise in Para-athletes, in collaboration with York University and the Canadian Paralympic Committee.

Performance Talent

A core component of the APC's Paralympic Performance division is its Performance Talent Program, which aims to identify or link athletes who have the traits required to achieve high performance success, with suitable Para-sport programs.

Through the provision of transition support to access classification, specialised equipment, coaching and travel, the program supports the achievement of the APC's Australia's Winning Edge (AWE) targets.

It relies on the AIS' Foundation, Talent, Elite, Mastery model as a guiding framework to assess and benchmark athletes within the Paralympic sport pathway, and across most Paralympic sports. The program's key achievements during the reporting period include:

- 171 registrations were received through the Performance Talent portal on the APC website. Applicants were assessed to determine which sport and/or event they may be best suited to, before being linked with the most appropriate sport pathway option.
- Following the successful Talent4Tokyo program in 2016, 16 athletes across 12 sports were named recipients of a \$1,000 grant as they work towards their goal of representing Australia at the Paralympic Games.
- Of the 13 athletes on the long list vying for selection for PyeongChang 2018, 77 per cent (10 athletes) were identified through the APC's talent and pathways initiatives.

Although committed to supporting talent identification across all Paralympic sports, the APC's Performance Talent Program is currently focussed on increasing participation and competition opportunities for the new Paralympic sports of badminton (14 medals in Tokyo 2020) and taekwondo (six), in addition to the sports which currently receive little to no AWE funding but have recognised potential for high performance success. These sports are archery (nine medals in Tokyo), judo (13), shooting (13), table tennis (31) and wheelchair fencing (16).

Classification

During the reporting period, the APC worked collaboratively with Ski & Snowboard Australia to support the classification preparation for athletes seeking selection for the 2018 Australian Paralympic Team. The APC also commenced work with national federations (NFs) for the Tokyo 2020 Paralympic cycle.

In 2016/17, the APC supported NFs to:

- Commence implementation of the new IPC Athlete Classification code nationally; and
- Commence international classification planning, including risk management processes, for PyeongChang 2018 and Tokyo 2020.

Classification in Australia

The APC remains focussed on establishing a quality national classification system, and continues to engage NFs to support the training, certification and development of Australian classifiers. During the reporting period, the APC:

- Provided direct funding to 14 sports;
- Supported NFs and other sporting partners in the delivery of effective national classification pathways;
- Helped to resolve classification issues across 13 sports;
- Managed the national classification systems for vision impaired athletes; and
- Commenced the transition of boccia classification to Boccia Australia.

As a result, the total number of Australian classifiers increased during the reporting period:

- 19 new classifiers commenced national training in two sports;
- Three classifiers completed the national vision impaired classifier training;
- 21 classifiers completed national certification across four sports;
- Four classifiers completed additional training following changes to international classification systems; and
- National classifier updates were conducted in four sports.



Kathleen Murdoch, Jeremy McGrath, Brock Ingram, Davinia Lefroy and Josephine Burnand



Daniel Michel

PARA-SPORT REPORTS

Australia's Winning Edge (AWE)

Developed in partnership with Australia's high performance sports network, AWE provides the high performance sports sector with clear performance targets and a framework for collaboration from 2012 to 2022.

Australian high performance is focussed on:

- Consistent and sustainable access for Australian athletes and teams on the world stage;
- Greater levels of accountability for performance results;
- Improved governance structures, and contemporary reporting and monitoring of performance; and
- The engagement, unity, inspiration and motivation of all Australians.

After the 2016 Australian Paralympic Team achieved a top five finish in Rio, Paralympic sport programs face the significant challenge of maintaining this medal result at the next Paralympic Summer Games in Tokyo, especially with the Russian Federation's expected return to competition after their exclusion from Rio.

Throughout the 2016/17 financial year, the AIS invested \$12.67m into Paralympic high performance programs, a marginal decrease from its \$12.90m investment in 2015/16.

AWE High Performance Rating

The AWE high performance rating considers each sport against its annual benchmark event performance, future potential and health of its high performance system.



1. Underperforming: Significantly below expectation; solutions to challenges not identified.



2. Progressing: Evidence of improvement; solutions to challenges being implemented.



3. On track: Working well across key areas; solutions to other areas well-advanced in their resolution or management.



4. Performing: Performing well in all areas; able to effectively manage new challenges to optimise performance outcomes.



5. Excelling: Exceptional performance; seeking innovating solutions to further improve performance outcomes.

High Performance Programs managed by the Australian Paralympic Committee

Boccia

Progressing



International Federation: Boccia International Sports Federation (BISFed)

Head Coach: Peter King

Performance Coordinator: Sam Allan

Benchmark Event in 2016/17: 2017 BISFed Asia and Oceania Regional Championships – Hong Kong, China (24-29 May 2017)

Target: 0 – 1 medal

Result: 0 medals

2016/17 AWE Investment: \$113,706 (Decrease of \$1,294)

Report: The benchmark event for this period was the 2017 BISFed Asia and Oceania Regional Championships, held in Hong Kong, China in May. Daniel Michel (BC3) and Spencer Cotie (BC3) progressed to the semi-finals in their team event, but lost two close games to place fourth. In the singles, Michel and Cotie reached the quarter-finals, while Cally Simpson (BC3) and Jean-Paul Fontaine (BC4) did not advance past the pool rounds.

The same team of players were more successful in Dubai, United Arab Emirates, at the 2017 BISFed Regional Open Championships in April. Michel and Cotie, and Fontaine and Sarah Mutton (BC4) won a silver and bronze medal, respectively, in the pairs, while Cotie also took bronze in his individual event. The Regional Open did not feature the same level of competition as the Regional Championships, with world ranking points adjusted accordingly.

The reclassification of Mutton (to Not Eligible) means Fontaine is currently without an international pairs partner to challenge for Tokyo 2020 selection. Meanwhile, Cotie continues to improve, and combined with the established talent of Michel, who was named the recipient of the National Champion Award in May 2017, they are now recognised as legitimate podium potential. Resourcing for coaching within daily training environments will need to be addressed to achieve success in Tokyo.

Goalball

Underperforming



International Federation: International Blind Sports Association

Head Coach: Peter Corr (women's program) and Greg Scott (men's program)

Performance Coordinator: Sam Allan

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$85,500 (Decrease of \$4,500)

Report: The Australian Goalball Championships were held in Sydney in October 2016. With several athletes who competed in Rio taking a break from competition, New South Wales took top honours in the women's tournament. Queensland secured the men's title, and Nicole Esdaile and Jon Horsburgh were named the Most Valuable Players.

In May 2017, the Australian men's team, the Storm competed at the 2017 Malmo Lady and Men Intercup in Malmo, Sweden. A quality competition opportunity, they were only narrowly defeated by a fancied USA line-up. The following month, they placed sixth at the 2017 International Trakai Goalball Tournament in Trakai, Lithuania, where Horsburgh was the highest goal scorer of all competing athletes.

Following a review of the high performance program, the APC, together with the AIS and Goalball Australia, decided to share the AWE funding allocated to goalball between the men's and women's programs' camps, competitions and daily training environments. Looking ahead, considerable work on the sport's underpinning structures is required to ensure greater opportunities for success during the Tokyo 2020 cycle and beyond.



Chris Bond



Jonathon Milne

Wheelchair rugby

Performing

4

International Federation: International Wheelchair Rugby Federation

Head Coach: Brad Dubberley

Performance Coordinator: Sam Allan

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$525,000

Report: Following the gold medal success of the Australian wheelchair rugby team at Rio, for which they were awarded Para-performance of the Year by the AIS, the Steelers recorded mixed results during the reporting period, due in part to their commitment to create a more active role on the team for developing players.

Two national camps and two international events were held during the 2016/17 reporting period. A Futures Camp, the first of the Tokyo 2020 cycle, was held in November 2016. Targeting athletes who did not compete in Rio, the camp enabled coaching staff to evaluate their potential to compete internationally. Of the eight athletes who took part, four were selected to join the national program.

In April 2017, the Ken Sowden Cup was held in Christchurch, New Zealand. In the five-game test series between Australia and New Zealand, the Steelers defended their 2015 title, four games to one. The following month, the top three ranked teams in the world – Australia, the USA, and Japan – contested the 2017 Japan Para Wheelchair Rugby Championship in Chiba, Japan, with Australia finishing the tournament in third place due to a combination of health issues and the resting of key players.

Powerlifting

International Federation: International Paralympic Committee

Performance Coordinator: Kieran Courtney

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$0

Report: AWE funding for powerlifting ceased at the end of the 2014/15 financial year. However, in June 2017, the APC signed a partnership agreement with Powerlifting Australia (PA), which will see PA take on the management and delivery of the sport's high performance program. This will ensure Australia's crop of current and emerging powerlifters are provided substantial competition and pathway opportunities in the lead-up to Tokyo 2020.

High Performance Programs managed by National Federations

Archery

International Federation: World Archery

Managed by: Archery Australia

High performance Manager: Lorinda Rugless (until October 2016) and Graeme Rose (from March 2017)

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$0

Report: In April 2017, Rio 2016 bronze medallist Jonathon Milne competed at the 2017 World Archery Para Championships in Melbourne. He won the compound title comfortably, and Marek Steiner, the recurve title, as part of their preparation for the 2017 Para-archery World Championships in September.

Following Milne's success in Rio, the APC's Performance Services team initiated a project to review and recommend changes to his seating position for optimal performance during competition. Having won Australia's first medal in archery at the Paralympic Games in 32 years, there is a renewed interest and enthusiasm from Archery Australia to expand its Para-archery program, with a view to increase participation and performance opportunities. The APC and the National Institute Network are involved in discussions with Archery Australia to partner on targeted initiatives during the next reporting period.

Athletics

On Track

3

International Federation: World Para Athletics

Managed by: Athletics Australia

Program Manager: Andrew Faichney

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$1,611,654 (Decrease of \$18,346)

Report: Without a benchmark event this reporting period, Athletics Australia's focus was domestic competition. The inaugural Nitro Athletics series was launched in Melbourne in February 2017, where Paralympians Torita Isaac, Ella Pardy, Chad Perris and Scott Reardon took centre stage.

Steps have been taken to improve performance in the medium- to long-term, after several comprehensive reviews of able-bodied and Para-performance programs resulted in changes to structure and senior personnel. Considerable progress has been made with regards to assessing and benchmarking athlete performance, as well as the support requirements of daily training environments.

Also, the National Athlete Support Structure (NASS) introduced a clear structure for categorising athletes and an objective framework for decision-making, based on consistent performance data. After athletes achieved 45 personal bests and 17 season bests at Rio 2016, Athletics Australia recognised the need to collaborate better with personal coaches to prioritise and support athletes in reaching their peak at benchmark events. Athletics Australia has organised Coordinators in every state to support the development of Para-athletes within the NASS, and is considering implementing a national service provider framework in each daily training environment for the Tokyo 2020 Paralympic cycle.

At the annual Athletics Australia Awards ceremony in Sydney in April, James Turner and Isis Holt were crowned Male and Female Para-athlete of the Year, respectively, for their medal-winning performances in Rio.



Amanda Reynolds



Emma Booth

Canoe

On Track

3

International Federation: International Canoeing Federation

Managed by: Australian Canoeing

Head Coach: Andrea King

Performance Director: Richard Fox (until December 2016) and Shaun Stephens (from January 2017)

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$225,000

Report: As part of a restructure of its high performance department, Australian Canoeing recruited a new National Performance Director during the reporting period.

The 2017 National Sprint Championships were held in March in Sydney, where Rio 2016 medallists Curtis McGrath and Amanda Reynolds both defended their national titles.

At the 2016 Australian Canoeing Awards in November 2016, Para-athletes and coaching staff claimed six of the 16 awards on offer, including the prestigious titles of Canoeist of the Year in McGrath, Coach of the Year in King and the People's Choice Award in Reynolds. This is due recognition for King, who was the driving force behind the establishment of Australia's Para-canoe program in the lead-up to Rio.

Cycling

On Track

3

International Federation: International Cycling Union

Managed by: Cycling Australia

Program Manager: Peter Day

Benchmark Event in 2016/17: 2017 UCI Para-cycling Track World Championships – Los Angeles, USA (2-5 March 2017)

Target: 5 – 7 medals

Result: 14 medals

2016/17 AWE Investment: \$1,107,394 (Decrease of \$12,606)

Report: The Para-cycling program again performed well during the 2016/17 reporting period, operating effectively with well-planned, organised leadership, and strong team morale and culture.

For the first time in the history of the sport, the Track World Championships were held during the season following the Paralympic Games. In March 2017, 11 Australian athletes contested the 2017 UCI Para-cycling Track World Championships in Los Angeles, USA, including reigning Paralympic champion David Nicholas, and five other medallists from Rio 2016. Led by Nicholas (one gold, one silver and one bronze), Amanda Reid (two gold and one silver) and Simone Kennedy (one gold), the team won 14 medals to finish third on the medal tally.

In November 2016, at the 2016 Cycling Australia Awards, Nicholas was crowned Male Para-cyclist of the Year for the third consecutive year, while Carol Cooke took top honours among the female nominees following her dual gold medal haul in Rio.

Equestrian

Progressing

2

International Federation: International Federation for Equestrian Sports

Managed by: Equestrian Australia

High Performance Director: Chris Webb

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$475,000 (Decrease of \$25,000)

Report: Following Rio 2016, where the best result by an Australian rider was fourth place, the high performance program underwent notable change, with several key Para-performance roles yet to be filled at the close of the reporting period, including Performance Manager. The inability of the program to meet medal targets in Rio highlighted the increased focus and continued improvement of international rivals.

Rowing

On Track

3

International Federation: International Federation of Rowing Association

Managed by: Rowing Australia

High Performance Director: Bernard Savage

Head Coach: Gordon Marcks

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$474,597 (Decrease of \$5,403)

Report: After an extensive consultation and review process in the lead-up to and following Rio 2016, Rowing Australia implemented its new high performance strategy, CampaignNumberOne. Despite little initial consultation of the Para-program within this strategy, Rowing Australia subsequently commissioned an additional piece of work supporting its inclusion. While Rowing Australia engaged extensively with its key stakeholders both before and after Rio on the development of this strategy, it will need to carefully manage its relationships with partners during the roll-out of the new model.

At the 2017 Australian Rowing Championships in Sydney in March, there were 10 Para-sport events on the program, featuring some of the largest ever fields in several of the boat classes. This was the first event to be contested by members of the 2016 Australian Paralympic Team since Rio.

Rowing Australia has also started conducting #Train4Tokyo camps in preparation for Tokyo 2020. As part of the program, eight athletes, four male and four female, have been invited to camp and will compete at the Head of the Yarra in Melbourne in November 2017.



Natalie Smith



Melissa Tapper

Sailing

Performing

4

International Federation: International Sailing Association Federation

Program managed by: Australian Sailing

Performance Director: Peter Conde

Program Manager: Katie Culbert

Benchmark Event in 2016/17: 2017 Para World Sailing Championships – Kiel, Germany (20-25 June 2017)

Target: 1 medal

Result: 1 silver medal

2016/17 AWE investment: \$150,000 (Decrease of \$484,000)

Report: Following the great success in Rio, where the Australian squad of six athletes topped the medal tally with two gold and one silver in the three medal events on offer, the reporting period was much more subdued due to the disappointing exclusion of sailing from the Tokyo 2020 Paralympic Games. This decision resulted in a significant reduction in AWE funding. The sport is working extremely hard at an international level to be reinstated for the 2024 Paralympic Games.

The 2017 Para Sailing World Championships were held in Kiel, Germany in June, where Rio Games silver medallist Matthew Bugg won three races including the crucial the final race of the regatta, finishing on equal points with Heiko Kroger of Germany. However, Bugg finished second overall on a countback, with France's Damien Seguin in third place. Victoria's Neil Patterson finished ninth overall in the same event.

At the Australian Sailing annual awards ceremony in November, the entire Australian Paralympic Sailing Team was awarded the Sailor of the Year with a Disability award. The six sailors together were heralded as the most successful Australian Paralympic Sailing Team ever.

Shooting

Underperforming

1

International Federation: International Paralympic Committee

Managed by: Shooting Australia

Head Coach: Miroslav Sipek

High Performance Manager: Adam Sachs

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$280,250 (Decrease of \$14,750)

Report: Shooting Australia undertook a review of its Para-sport program post Rio after the team failed to meet its AWE target of one to two medals. The review highlighted a need to significantly develop the team culture and elevate the standards expected from both athletes and support staff within the high performance program. The APC has been supportive of this review, with changes to be made in the coming year likely to increase field depth in Australia, which should prepare the team well leading into Tokyo 2020. The sport has been allocated one additional Paralympic medal in 2020, to take the program to 12.

Christopher Pitt was dominant at the 2017 ISSF/PA National Championships in Cessnock, NSW, winning all three of his events to be awarded the Perpetual Trophy of Para-shooting. He accumulated 1,586 points throughout the tournament.

At the conclusion of the reporting period, Australians in the world's top 10 were:

- Christopher Pitt – World number five in the mixed 25m pistol SH1;
- Natalie Smith – World number two in the women's 10m air rifle SH1, and fourth in the women's 50m rifle 3 positions SH1; and
- Anton Zappelli – World number nine in the mixed 10m air rifle prone SH1.

At the Shooting Australia Awards of Excellence in February, Pitt and Smith were named joint winners of the Para-shooter of the Year award.

Swimming

On Track

3

International Federation: International Paralympic Committee

Managed by: Swimming Australia

Program Manager: Adam Pine

High Performance Manager: Wayne Lomas

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$1,888,502 (Decrease of \$21,498)

Report: The implementation of the results of a review conducted by Swimming Australia has marked the return of the strong culture it was once known for. Key leadership staff were reappointed in preparation for Tokyo 2020, ensuring stability and direction across nine podium centres, with a view to driving quality coaching, embedding performance support and improving access to facilities. Swimming Australia is also progressing its relationships with universities, and looking to enhance its capacity for data management to better enable evidence-based decision-making.

Following the 2017 Australian Swimming Championships in April, 10 female athletes and eight male athletes were selected to compete at the 2017 World Para-swimming Championships in Mexico City, Mexico in October 2017.

In May, 14 swimmers, headlined by six-time Paralympic gold medallist Ellie Cole, competed at the 2017 World Para-swimming World Series in Indianapolis, USA. The Australians dominated their competition, winning 33 gold, 11 silver and six bronze medals.

At the 2016 Swimming Australia Gala Dinner in November, Australia's most successful athlete in Rio, Maddison Elliott was crowned Para-swimmer of the Year.

Table Tennis

On Track

3

International Federation: International Table Tennis Federation

Managed by: Table Tennis Australia

Head Coach: Alois Rosario

High Performance Director: Sue Stevenson

Benchmark Event in 2016/17: 2017 ITTF Para-table tennis Oceania Regional Championships – Suva, Fiji (13-16 April 2017)

Target: Qualify five athletes for the 2018 World Para-table tennis Championships

Result: Qualified six athletes for the 2018 World Para-table tennis Championships

2016/17 AWE Investment: \$290,000

Report: The 2017 ITTF Para-table tennis Oceania Regional Championships, held in Suva, Fiji in April, was the benchmark event for this reporting period. The Australian team came away with six gold, four silver and four bronze medals in the singles events, and two gold medals in the team events. With these results, Australia qualified its highest ever number of athletes for a World Championships, with six athletes set to compete in Celje and Laško, Slovenia in October 2018.

Throughout 2016, Table Tennis Australia conducted a thorough review of its high performance program, the outcomes of which included a rationalisation of its leadership structure. In January, a single High Performance Director was given the responsibility of both the Paralympic and Olympic high performance programs through to the Gold Coast 2018 Commonwealth Games.

In February, Paralympic silver medallist Sam Von Einem was named Para-athlete of the Year after winning Australia's first medal in table tennis in Paralympic or Olympic competition in 32 years.



Heath Davidson and Dylan Alcott



Joany Badenhorst

Triathlon

On Track

3

International Federation: International Triathlon Union

Managed by: Triathlon Australia

Program Manager: Kathryn Periac

High Performance Director: Justin Drew

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$225,000

Report: Competing at the 2017 ITU World Para-triathlon Series on the Gold Coast in April and in Yokohama, Japan in May, Australian triathletes won a total of six gold and five minor medals, with Kate Doughty (PTS5) claiming both gold medals in her class.

The 2017 OTU Para-triathlon Oceania Championships were held in Tasmania in March, with Doughty, Bill Chaffey (PTHC), Brant Garvey (PTS2), Justin Godfrey (PTS4), Jonathon Goerlach (PTVI), Kerryn Harvey (PTS4), Joshua Kassulke (PTS5), Katie Kelly (PTVI) and Emily Tapp (PTH1) all winning gold, earning vital points for world rankings and qualification for the 2017 ITU Para-triathlon World Championships in July 2017.

In April, Katie Kelly and her sighted guide Michellie Jones were awarded Female Performance of the Year and Para-triathlete Performance of the Year at Triathlon Australia's Celebration of Champions Dinner.

Wheelchair Basketball

Progressing

2

International Federation: International Wheelchair Basketball Federation

Managed by: Basketball Australia

Program Manager: Leigh Gooding

High Performance Manager: Jan Stirling

Head Coach: Craig Friday (men's program) and David Gould (women's program)

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$1,021,250 (Decrease of \$53,750)

Report: Without a benchmark event during the reporting period, the focus of Basketball Australia's wheelchair basketball program turned to the new generation of players who would take the Australian men's and women's teams through to Tokyo 2020, after neither program achieved a podium finish in Rio. New head coaches were appointed, and the depth underpinning the men's team was highlighted with the Australian Spinners winning bronze at the 2017 IWBF U23 World Championship in Toronto, Canada in June. After the national women's team, the Gliders missed qualification for Rio 2016, changes were made to coaching, support systems and athlete personnel. With renewed optimism in the lead-up to Tokyo, the Gliders kickstarted their 2020 campaign with a silver medal at the Osaka Cup in Osaka, Japan. This was their first tournament under new coach David Gould, in a team which featured three new national team members. The Gliders then took on some of the world's top ranked teams to win bronze at the IWBF World Super Cup in June.

Engagement with the wider basketball community has been positive for Australia's wheelchair basketball programs, and will continue to provide opportunities throughout the Tokyo 2020 Paralympic cycle.

Engagement with the wider basketball community has been positive for Australia's wheelchair basketball programs, and will continue to provide opportunities throughout the Tokyo 2020 Paralympic cycle.

Wheelchair Tennis

Performing

4

International Federation: International Tennis Federation

Managed by: Tennis Australia

Program Manager: Brenda Tierney

Benchmark Event in 2016/17: No BME during the reporting period

2016/17 AWE Investment: \$261,250

Report: Tennis Australia reviewed its high performance plan throughout 2016, exploring how to grow the sport in Australia off the back of Dylan Alcott and Heath Davidson's gold medal success in Rio, and increase the number of players progressing towards a world top 10 ranking. The outcome of this review was the creation of a National Para-pathways Manager's position, and the appointment of a dedicated wheelchair tennis coach in the three key states of South Australia, Victoria and New South Wales, with a view to extend to other states.

The structure of the high performance program has now matured, and is relatively well-integrated into Tennis Australia's high performance strategy, with good athlete monitoring and well-developed support systems. All priority athletes have access to first-class facilities and performance support services.

The program also made effective use of research and innovation opportunities, including the wheelchair seating project led by the APC, through which customised chairs were developed for Alcott and Davidson.

At Grand Slam events during the reporting period, Alcott successfully defended his Australian Open crown against Andy Lapthorne from Great Britain.

Davidson also continued to scale the world rankings, closing the reporting period with a world number five ranking in the quad singles division and world number seven ranking in the quad doubles.

In November, Alcott became the first ever athlete with a disability to be awarded the Newcombe Medal, and in conjunction with doubles partner Davidson, he was also named the Most Outstanding Athlete with a Disability at the 2016 Newcombe Medal, Australian Tennis Awards.

Winter Sports

On Track

3

International Federation: International Paralympic Committee

Managed by: Ski & Snowboard Australia

Head Coach – Alpine skiing: Christian Geiger

Head Coach – Snowboard: Lukas Prem

Benchmark Events in 2016/17:

- 2017 World Para-alpine Skiing Championships – Tarvisio, Italy (23-31 January 2017)
- 2017 World Para-snowboard Championships – Big White, Canada (2-7 February 2017)

Target: 1 – 3 medals

Result: 6 medals

2016/17 AWE Investment: \$934,478 + \$100,000 APC Grant

Report: Australia's medal results at the IPC World Championships exceeded expectations, in part due to the Russian Federation's ongoing exclusion from Paralympic competition due to doping.

At the 2017 World Para-alpine Skiing Championships in Tarvisio, Italy in January Mitchell Gourley won his first ever world title, a gold medal in the super combined. Although his was the only medal in Tarvisio, the five other competing Australian athletes gained valuable experience in preparation for PyeongChang 2018.

Gourley and Melissa Perrine won another two gold medals each, and 15 minor medals between them at the five World Cup events contested during the reporting period.

In February, at the 2017 World Para-snowboard Championships at Big White, Canada, Joany Badenhorst won bronze in the snowboard cross and banked slalom. Then, after collecting two gold, two silver and two bronze medals in the snowboard cross during the 2016/17 IPC World Cup series, she was presented with an IPC World Cup Crystal Globe as the season's leading point-scorer.

Both Gourley and Badenhorst were finalists at the 2017 Australian Ski & Snowboard Awards, with Gourley taking top honours as Para-athlete of the Year.



COMMERCIAL

The APC's Commercial division is responsible for generating revenue through corporate partnerships, sponsorship, fundraising activities, licensing programs and the sale of broadcast rights. It is also responsible for the growth and protection of the APC and Paralympic brands, and associated intellectual property throughout Australia.

During the 2016/17 financial year, the Commercial division generated \$8,543,145 in gross revenue for the APC, representing 64 per cent of the organisation's total revenue.

Sponsorship contributed more than half of Commercial revenue (55 per cent), with significant growth in both rights fee values and sponsor fundraising campaigns, while trade promotions continued to deliver strong gross return to the organisation (35 per cent), but at a low yield due to high sales costs. At present, the greatest growth opportunity for the APC is fundraising, which contributed only nine per cent to the Commercial revenue total this financial year, but at an improved net margin.



Trade Promotions (\$2,961,627)	35%
Fundraising (\$808,380)	9%
Broadcast (\$100,000)	1%
Sponsorship (\$4,673,138)	55%

During the reporting period, the Commercial division also developed its strategy for the 2017/18 financial year, aimed at retaining funding levels in a non-Games year through sponsorship renewals and new partner acquisitions, improvements in the efficiency and effectiveness of the APC's fundraising program, and innovative fundraising initiatives.

Sponsorship

The APC's sponsorship revenue reached a record high of \$4,673,138 during the 2016/17 reporting period, nearly double that of the previous year and three times that of the same reporting period during the previous Games cycle.

It comprised both sponsorship rights fees and funds raised by sponsors through fundraising or cause-related marketing campaigns. Sponsor fundraising was a major contributor to the strong performance of sponsorship in the Commercial revenue result.

With 20 of the APC's 26 sponsorship agreements expiring on 31 December 2016, the Commercial division took the opportunity to review the APC's sponsorship hierarchy, framework, assets and benefits, and servicing plans and costs, to maximise sponsorship revenue opportunities, encourage sponsor activations and deliver consistency across sponsor servicing heading into the new Paralympic cycle.

The table below represents the APC Sponsor Family as at 1 October 2016.

Major Sponsors	Official Partners	Official Suppliers
Optus	Toyota	R.M. Williams*
Woolworths*	Qantas*	Speedo*
Mondeléz*	Swisse*	Adidas*
icare	Allianz*	High Sierra*
Australia Post*	VISA*	Goodman*
Royal Australian Mint*	2XU*	Permobil*
Seven West Media*	News Corp*	Mindstar*
	iSentia	
	City of Sydney*	
	Clayton Utz	
	Ernst & Young	
	Hill+Knowlton Strategies*	

* Contracts expired 31 December 2016



Andrew Edmondson with a fan at the 'Welcome Home' ceremony for Sydney athletes after the Rio 2016 Paralympic Games

Optus

As the 'Official Support Network' of the APC, Optus continued to support the APC as a true partner, above and beyond the traditional role of a sponsor.

In October, Optus' Network division hosted a celebratory fundraising dinner to recognise the efforts of the 2016 Australian Paralympic Team. Optus auctioned tables to its vendors and held a silent auction during the event, resulting in more than \$100,000 being raised and donated to the APC.

Optus' Think Big Innovation team were also inspired by the Australian Paralympic Team, developing the 'Think Big Gold Medal Challenge' in collaboration with the APC. As part of this project, some of Optus' greatest technological minds developed concepts to support Australian Paralympians in their pursuits of excellence, through technology and innovation. The Think Big team and other Optus staff showed outstanding commitment to this project, with more than 50 ideas submitted for consideration, 10 shortlisted for pitching,

and the selection of one 'Top Idea' – a cloud-based, audio-visual solution to improve remote communication between Para-athletes and their coaches. The APC sincerely thanks all who participated in, and contributed to, this project and all Optus partnership initiatives.

icare

icare has been a partner of the APC since 2001, engaging Paralympians as speakers and mentors to educate employers, workers, students and the general public about the importance of workplace safety. icare was formerly known as WorkCover NSW.

During the reporting period, icare continued its important work in New South Wales, leveraging awareness of Rio 2016 for the coordination of more than 100 speaking and mentoring sessions. Para-athletes involved in the program were Joany Badenhorst, Heath Francis, Ben Houlison, John Marshall, Grant Mizens, Kahi Puru, Scott Reardon, Nigel Smith and Brett Stibners.

icare also engaged its customers, staff, suppliers and other stakeholders through Paralympic Corporate Challenges, successfully hosting three events during the reporting period.

Toyota

As an Official Sponsor of the APC and the Australian Paralympic Team, as well as a Worldwide Paralympic Partner of the IPC, Toyota is locally and globally committed to the Paralympic movement.

During the reporting period, Toyota again supplied vehicles to the Australian Paralympic winter program for use during the domestic season. These vehicles were co-branded and provided considerable budget relief for the APC and its winter sport partners.

The APC and Toyota also began planning activations for PyeongChang 2018, commencing with promotional videos to be filmed during a training camp in Jindabyne, NSW in August 2017, featuring Australian Paralympic Winter hopefuls.

Qantas

Although the APC's partnership with Qantas, the official airline of the APC and the Australian Paralympic Team for domestic and international flights, expired in December 2016, it was officially renewed in June, with the partnership contracted through to December 2020.

The APC looks forward to working with Qantas in the lead-up to and during the PyeongChang 2018 and Tokyo 2020 Paralympic Games.



2016 Australian Paralympic Awards, Hyatt Regency, Sydney



Optus Sport's Richard Bayliss at the launch of the 'Think Big Gold Medal Challenge'

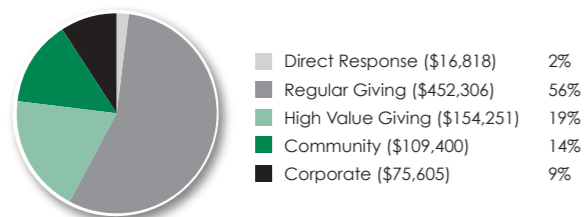
Thank you to the APC Sponsor Family

Invaluable support and services are provided to the APC by its partners, sponsors and suppliers. The commitment to diversity and inclusion across the APC Sponsor Family is a testament to the calibre of companies and organisations that choose to partner with the APC, and the APC is sincerely grateful to all.

Fundraising

Whereas in previous years, the APC placed an emphasis on diversifying fundraising income streams, the focus of this reporting period was to improve net margins, determine long-term viability and net income potential, and identify innovative, best-practice fundraising initiatives.

During the 2016/17 financial year, the APC generated \$808,380 in gross revenue through its fundraising activities.



Regular Giving

Regular monthly donations continued to represent more than half of the APC's fundraising revenue, generating \$452,306 in gross revenue.

Following Rio 2016, a review of the APC's regular giving program was undertaken in preparation for the new quadrennial.



Kahi Puru at an icare speaking event in February 2017

High Value Giving

The APC's high value giving stream captures major gifts, grants from trusts and foundations, and bequests.

During the reporting period, the Commercial division commenced work on a market scan to gather insights and establish ongoing monitoring of relevant grants from foundations, community giving funds and trusts.

High value giving contributed \$154,251 in gross revenue to the APC during 2016/17.

Community Fundraising

Community fundraising at the APC comprises website donations, donations via other online portals, phone donations and any other donations received from the public.

As a high-yield fundraising category with minimal associated costs, community fundraising generated \$109,400 in gross revenue during 2016/17, which was consistent with the previous reporting period.

Corporate Fundraising

The APC's corporate fundraising includes revenue generated through Paralympic Corporate Challenges, workplace giving and corporate donations, and totalled \$75,605 in gross revenue this financial year.

Direct Response

The APC did not conduct any direct response campaigns during the reporting period. A review of previous campaigns, the fundraising marketplace and general marketing practices reinforced the need for a strategic shift away from hard copy deliveries via the post, and towards more interactive, cost-effective digital platforms.

It is important to note the APC will continue to communicate with donors via personalised, hard copy mail when requested.

Direct response fundraising generated \$16,818 in gross revenue during the 2016/17 financial year. These donations were received in response to the 2015/16 Tax Appeal.

Thank You to the APC's Donors

The APC thanks all those who donated to the organisation during the reporting period. A special thank you is extended to the following individuals, companies and foundations whose generosity will contribute to the ongoing work of the APC: Lynne Anderson, John Croll, Jo Phillips, Mr and Mrs Almgren, Westpac Bank and ANZ Retail Distribution, The Perini Family Foundation, Brian M Davis Charitable Foundation and Floroyal Sporting Wheelies Foundation.

Trade Promotions

The 2016/17 reporting period featured three trade promotions campaigns – the end of National #7, National #7.5 and the commencement of National #8. There was no scratch-and-win component of National #7.5, which instead used merchandise sales to maximise opportunities around the Rio 2016 Games period.

The National #8 campaign includes commemorative Rio 2016 licensed product and PyeongChang 2018 product, namely pins and keyrings sold with a scratch-and-win trade promotions card.

Trade promotions contributed gross revenue during the 2016/17 financial year of \$2,961,627.



Tiffany Thomas Kane with a fan at the 'Welcome Home' ceremony for Sydney athletes after the Rio 2016 Paralympic Games

Events

'Welcome Home' Celebrations

Australia celebrated the achievements of the 2016 Australian Paralympic Team at 'Welcome Home' events across the country, which were hosted by states and/or major cities. Paralympians were acknowledged in ceremonies, and fans were given the opportunity to get up close and personal for photos and autographs with their sporting heroes.

'Welcome Home' events were held in New South Wales, Queensland, South Australia, Tasmania, Victoria and Western Australia.

Australian Paralympic Awards (APAs)

The APC staged its biennial APAs (formerly known as the Paralympian of the Year Awards) on 8 December 2016 at the Hyatt Regency in Sydney. This gala event was attended by 400 guests, among them 2016 Australian Paralympic Team members, Parliamentarians, national federation representatives, sponsors, media and other supporters of the APC.

Hosted by Channel 7's Jim Wilson, the APAs showcased amazing vision packages from Rio 2016, stories of personal triumph, and an overwhelming atmosphere of admiration and respect.

Wheelchair tennis player and dual gold medallist at Rio 2016, Dylan Alcott was awarded the top honour in Australian Paralympic sport, the title of 2016 Paralympian of the Year. Another highlight of the event was the announcement of six new inductees into the Australian Paralympic Hall of Fame. Those inducted were Kevin Coombs, Ron Finneran, Tracey Freeman, David Hall, Daphne Hilton and Adrienne Smith.



Sam Von Einem with Ross Pinder and an Optus staff member at the launch of the 'Think Big Gold Medal Challenge'

COMMUNICATIONS

It was a significant year for the APC's Communications division as it focussed on capitalising on the increased level of awareness achieved in the lead-up to and during the Rio 2016 Paralympic Games.

Executing the final stages of the Rio 2016 media and public relations strategy, and preparations for the upcoming PyeongChang 2018 Paralympic Winter Games were also key priorities.

Major projects undertaken during the 2016/17 reporting period were:

- Development and implementation of the APC's Communications strategy for 2016/17;
- Completion of the media and public relations campaign for Rio 2016;
- Completion of a social media content plan for the 2017 calendar year, made available to APC sponsors to maximise activation opportunities;
- Media events for major announcements including:
 - The 2016 Australian Paralympic Awards (APAs), including six inductions into the Australian Paralympic Hall of Fame;
 - The APC's historic partnership with Commonwealth Games Australia (CGA);
 - Team Processing for PyeongChang 2018;
 - The appointments of Nick Dean and Kate McLoughlin as Chef de Mission of the 2018 and 2020 Australian Paralympic Teams, respectively.
- Media releases written and distributed for various wheelchair rugby tournaments contested by Australia, including the Ken Sowden Cup in New Zealand and the Tri-Nations Wheelchair Rugby Championships in Japan;
- Public announcements for sponsor partnerships and activations, including the Optus 'Think Big Gold Medal Challenge';
- Attendance at the IPC's Marketing and Host Broadcasters Summits in Bonn, Germany;
- Delivery of the APC's key messages to the 2018 Australian Paralympic squad;
- Completion of a site visit to PyeongChang during the 2016/17 IPC Alpine Skiing and Snowboard World Cup Finals;

- Production of broadcast quality packages and multimedia content;
- Expansion of the APC's presence on social media platforms, including Facebook, Twitter, Instagram and YouTube, and the launch of Snapchat;
- Completion of athlete profiles for the entire 2018 Australian Paralympic squad, and update of more than 170 existing profiles for the 2016 Australian Paralympic Team;
- Support of the work of CGA and the Invictus Games Foundation;
- Growth of the APC's photography and vision archive. The APC now has comprehensive imagery for the 2018 Australian Paralympic squad, which it did not have previously;
- Compilation of two editions of the 'Believe' newsletter, the APC's bulletin for athletes on the long list for the 2016 and 2018 Paralympic Games. These were published in conjunction with the APC's Paralympic Performance division; and
- Expansion of the Australian Paralympic History Project, including the creation of a new website to showcase the history of the Paralympic movement in Australia.

Media

After Australian media coverage of Rio 2016 reached new heights in terms of advertising space rate equivalents, a key goal of the APC's Communications division was to capitalise on the increased media interest and to maintain momentum in the lead-up to PyeongChang 2018 and the Gold Coast 2018 Commonwealth Games.

The APC published 112 Paralympic news stories on its website and issued 44 media releases and alerts to metropolitan, suburban and regional media nationwide during the reporting period.

The APC tracks Australian media coverage of Paralympic sport with the assistance of iSentia. From 1 October 2016 to 30 June 2017, Paralympic sport and the APC received 10,816 mentions in the media. This included 1,096 mentions on television, 1,628 on radio, 4,567 in print media and 4,485 on monitored online news websites.

During this nine-month reporting period, there was a decrease of 30 per cent on the previous 12-month reporting period of 1 July 2015 to 30 June 2016, which can be attributed to fewer announcements and stories occurring outside of a Paralympic Games period.

Australian Media Coverage by Newsfeed

Year	Print	Radio	TV	Online	Total
2009/10	7,196	1,345	607	607	9,784
2010/11	6,550	856	761	761	8,482
2011/12	6,313	1,997	1,434	1,434	12,101
London 2012*	4,178	26,489	30,032	2,284	63,343
2012/13**	5,643	3,559	1,269	1,565	12,036
2013/14	5,808	956	428	1,443	8,635
Sochi 2014*	480	3,738	1,770	6,214	12,202
2014/15	7,877	1,292	705	2,541	12,415
2015/16	8,320	2,076	1,231	4,234	15,861
Rio 2016*	1,772	20,337	18,585	8,696	49,390
2016/17**	4,567	1,628	1,096	4,485	10,816

Source: iSentia

*Three-month period surrounding the Paralympic Games

**1 October 2012 to 30 June 2013 & 1 October 2016 to 30 June 2017

During the reporting period, the Para-sport stories which garnered the most interest from major media outlets across Australia were:

- The 2016 APAs;
- Dylan Alcott becoming the first Para-athlete to win the Newcombe Medal;
- Curtis McGrath becoming the first Para-athlete to be named Sportsman of the Year at the World Paddle Awards;
- 'Welcome Home' celebrations for the 2016 Australian Paralympic Team;
- Kurt Fearnley carrying the Queen's Baton for the 2018 Commonwealth Games;
- Gold medallists from Rio 2016 receiving the Order of Australia; and
- The announcement of the Invictus Games coming to Sydney in 2018.



Channel 7 presenter Johanna Griggs at the 2016 Australian Sports Commission Media Awards, with the award for 'Best Coverage of Sport for People with a Disability' won by the Seven Network

As well as coverage at a national level, Paralympic sport was also widely reported in suburban and regional media in every state and territory. Regional media continues to provide extensive coverage of Paralympic athletes and emerging talent.

Website

The Communications division manages the APC website (www.paralympic.org.au) and tracks its usage via Google Analytics.

From 1 October 2016 to 30 June 2017, the APC website delivered 230,382 page views to 67,943 users from 155 countries in 89,938 sessions. Although a substantial decrease from the previous reporting period, this was expected due to it being a non-Games period.

Multimedia

The APC Communications division continued its long-standing relationship with Good Shout to produce multimedia packages, video news releases and social media content throughout 2016/17.

The strategy behind the multimedia produced focussed on creating content relating to national and international competitions across major and smaller sports, ensuring continued momentum following the Paralympic Games. The clips were uploaded across the APC's website and social media platforms as well as the platforms of APC partners and members, and were also distributed to media.



James Turner and Channel 7's Jim Wilson at the 2016 Australian Paralympic Awards

During the reporting period, 23 videos were produced. Although this is less than the previous reporting period, as videos were being produced during the Paralympic Games, it is only four less than in the lead-up to Rio, during which time more announcements and stories were generated.

Social Media

The APC recognises the power of social media to build support for the Australian Paralympic Team and its increasing use by the Australian public to receive news and information. While the APC grew its social media following during the 2016/17 reporting period, it was not at the rapid rate achieved in the months surrounding Rio 2016.

Facebook: www.facebook.com/AUSParalympics

As expected, the APC's Facebook following did not experience the rapid growth it achieved during Rio 2016, but still grew from 59,032 to 60,612.

According to Facebook's data analysis tool, 20 posts reached over 120,000 users.

The APC's Facebook page peaked in October 2016 when it reached 669,663 users and, coinciding with Alcott winning the Australian Open and playing a charity match with international tennis player Novak Djokovic, it reached 602,403 users in January 2017.

Twitter: www.twitter.com/AUSParalympics

Ending the reporting period with 33,455 followers, the APC's Twitter page achieved a 40 per cent increase. From October 2016 to June 2017, the account made 1,793,000 impressions.

Followers include Prime Minister Malcolm Turnbull, Federal Opposition Leader Bill Shorten, Minister for Health and Sport Greg Hunt, government agencies, various national and international sporting organisations, elite athletes, media, and sports fans from all over the world.

YouTube: www.youtube.com/AUSParaTeam

Videos on the APC's YouTube channel were viewed 22,030 times from 1 October 2016 to 30 June 2017. Although this was a 73 per cent decrease from the previous reporting period, it was to be expected during a non-Games year. While there was also a decrease in viewership from the period following London 2012, this can be attributed to traffic being directed to Facebook to achieve greater reach.

There were 23 videos uploaded during the reporting period. Although this was a decrease from the previous reporting period, it was an increase from the same reporting period of the previous Games cycle, when 18 videos were produced.

The APC gained 61 net subscribers, ending the year with 1,167 subscribers.

Instagram: www.instagram.com/AUSParalympics

Consistent with the growing popularity of Instagram, the APC grew its followers by 22 per cent during the reporting period, increasing the number from 7,523 to 8,871.

Snapchat: [@AUSParalympics](https://www.snapchat.com/add/AUSParalympics)

The APC's Communications division opened a Snapchat account in April 2017. While it is not currently possible to track analytics, the APC uses Snapchat to further engage Para-sport fans when members of its Communications division are face-to-face with athletes.



Singer Tony Dee at the 'Welcome Home' ceremony for Sydney-based athletes after the Rio 2016 Paralympic Games

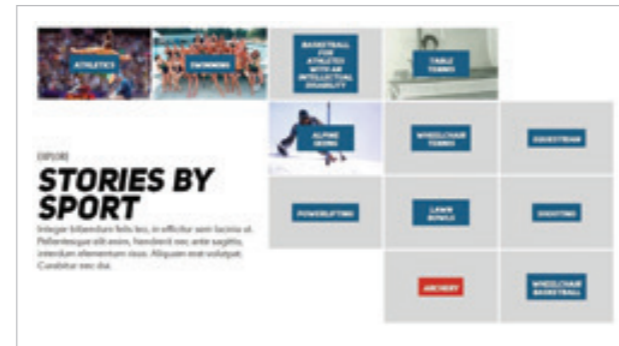
KNOWLEDGE SERVICES

The APC's Knowledge Services program is overseen by the Communications division and aims to help grow and utilise the APC's knowledge base. Since May 2015, its overwhelming focus has been to capture, preserve and manage the history of the Paralympic movement in Australia, and in doing so, support the broader goals and activities of the APC.

The Knowledge Services program relies extensively on the contributions of volunteers and partnerships with expert organisations.

During the reporting period, the program's activities included:

- Continuation of the multi-dimensional Australian Paralympic History Project, which comprises physical holdings, electronic collections, and communication and recognition activities:
 - Loan and donation of memorabilia and audio-visual materials by past athletes and administrators, including an extensive Australian Paralympic Winter Team uniform collection from four-time Chef de Mission Nick Dean, and scrapbooks and photo albums from Paralympians Peter Pascoe, Pauline English, and Julie and Eric Russell;
 - Commencement of work on the e-history of the Paralympic movement in Australia under the APC's agreement with the University of Queensland (UQ), to be launched with a written history in 2018;
 - Regular revision of Wikipedia articles about Australian Paralympians and the Australian Paralympic Team by volunteer editors. During the reporting period, these articles were collectively viewed more than 115,000 times every month. A Wikipedia editors' workshop was held in Perth in November, and UQ students updated articles as part of their assessment activities;
 - Continued engagement of interns through the University of Western Sydney and the Professional and Community Engagement program at Macquarie University;
 - Scanning of photos from past Paralympic Games, including the manual input of metadata; and
 - Management of the APC's catalogued archives.
- Ongoing development of partnerships with expert and specialist organisations to add value to and extend the APC's knowledge services activities. In addition to those mentioned above, the APC thanks the following organisations for their continued support:
 - The National Sports Information Centre (NSIC) at the Australian Institute of Sport in Canberra, which manages the APC's audio-visual collection.



The Australian Paralympic History Project's e-history home page

- The NSIC has also incorporated the APC's library holdings into its catalogue, ensuring they are globally discoverable;
- The Australian Sports Information Network, which was established to improve access to sporting information;
- The National Library of Australia (NLA), which continues to record and manage the oral histories of people of significance to the Paralympic movement in Australia, now totalling 53 interviews. The NLA also ensures online assets of the Australian Paralympic History Project are discoverable through Trove, a major information collation service;
- The National Sports Museum (NSM) in Melbourne, which advises the APC on its physical collection. The NSM currently displays medals from the Rome 1960 Paralympic Games and other items of note donated to the APC; and
- The National Film and Sound Archive, which digitised and manages the Don Worley collection of Paralympic films.

During the reporting period, the APC also received support from dozens of individual volunteers. In particular, Patricia Ollerenshaw, a regular volunteer of the APC since 2000, continues to play a significant role in the maintenance of the APC's library collection and liaison with past Australian Paralympic Team members, and Greg Blood, Ross Mallett and Graham Pearce all remain major contributors through Wikipedia. The APC thanks them for their efforts.

STAKEHOLDER ENGAGEMENT

The core role of the APC's Stakeholder Engagement division is to actively engage the APC's key stakeholder groups. It does this by developing and maintaining relationships with key individuals and organisations, sharing information about the APC's activities and emerging needs, and remaining aware of potential funding and advocacy opportunities.

During the reporting period, the APC sought the perspectives of more than 100 key stakeholders regarding how best to ensure the forward motion of Paralympic sport in Australia, and the role of the APC in this process.

Among the highlights of the 2016/17 reporting period were:

- Support from federal, state and territory politicians, and His Excellency, the Governor-General of Australia Sir Peter Cosgrove after Rio 2016;
- Arrangement of meetings between more than a dozen MPs and their local Paralympians after Rio 2016;
- Engagement of more than 100 representatives from government, the National Disability Insurance Agency, national federations (NFs), national sporting organisations for people with a disability, and the National Institute Network by the CEO of the APC, Lynne Anderson and its General Manager, Stakeholder Engagement, Paul Oliver;

- Formal recognition of the Parliamentary Friends of Paralympic Sport in the 45th Parliament. It is intended this group will provide a non-partisan forum for MPs to meet and interact with members of the Australian Paralympic community on matters relating to Paralympic sport in Australia;
- Development of a comprehensive submission to the Australian Government's National Sports Plan, which aims to inform the long-term strategic policy planning of sport in Australia. In its submission, the APC incorporated the views of a diverse range of stakeholders, including athletes, NFs and the APC's member organisations;
- Update of the APC's People Protection Policy and Code of Conduct, and delivery of a Member Protection and Safeguarding Children in Sport workshop to all staff;
- Inclusion of the APC in cross-sector taskforces, forums and events;
- Facilitation of the APC's presence, visibility and influence internationally, particularly in the Oceania region and within the IPC; and
- Development of formal partnerships with Outback Academy Australia, the University of Canberra and Sport Inclusion Australia.



Victorian Minister for Sport, the Honourable John Eren MP with APC Chief Executive Lynne Anderson

CORPORATE OPERATIONS

Board of Directors

The APC Board of Directors met 11 times during the 2016/17 financial year. Attendance by Board members was as follows:

Name	No. of meetings attended
Glenn Tasker, Chair	10/11
David Baker	4/5
Kurt Fearnley	5/7
John Hartigan	9/11
Rosie King	10/11
Helen Nott	11/11
Jock O'Callaghan	11/11

Staff Diversity

The number of APC staff at 30 June 2017 was 32.

- Female – 62.5 per cent
- Male – 37.5 per cent
- People with a disability – 15.6 per cent
- Paralympians – 12.5 per cent

Key Management Personnel

Total Compensation	2017 \$	2016 \$
	1,033,845	1,070,294
Compensation in bands		
\$0 – \$49,999	6	6
\$50,000 – \$149,000	6	4
\$150,000 – \$299,999	0	3
\$300,000+	1	0
Number of staff	13	13

Annual General Meeting

The APC's Annual General Meeting (AGM) was held on 8 December 2016, with all 17 member organisations represented. Ernst & Young was appointed auditor in November 2010 and will continue as auditor for the Australian Paralympic Committee Ltd.

At the AGM, the APC's Annual Report and Finance Report were adopted unanimously. Changes to the APC Board of Directors were also proposed to the Membership. They were made in compliance with the Australian Sports Commission's Mandatory Sports Governance Principles and were accepted. APC President Glenn Tasker and Director Kurt Fearnley offered themselves for re-election and were elected unopposed.

IT Operations

The focus of the APC's IT Operations division during the reporting period was to continue improving current systems, services and processes.

A priority of the projects undertaken by the division was to enhance collaboration between all APC stakeholders, both internal and external, while maintaining the highest level of data integrity and security.

The following major projects were achieved during the reporting period:

- Finalisation of the migration of email services from an on-premise Microsoft Exchange Server 2010 to Microsoft Exchange online. This migration provided the APC with an improved, robust, secure and redundant email solution;
- Transition of all mobile services from the existing provider to Optus, a major sponsor of the APC; and
- Early design and engineering of the migration of all fixed voice and data services to Optus.



Kate McLoughlin at the 2016 Australian Institute of Sport Performance Awards, accepting the Award for Leadership



AUSTRALIAN
PARALYMPIC
COMMITTEE

PO Box 596
Sydney Markets
NSW 2129

Building A
1 Herb Elliott Avenue
Sydney Olympic Park
NSW 2127

T +61 2 9704 0500
F +61 2 9704 0589
auspara@paralympic.org.au

www.paralympic.org.au

ABN 41810 234 213
ACN 061 547 957

Photography by:

Sport the library
Explorer Media
Australian Sports Commission
City of Sydney
icare
Katherine Griffins

 www.facebook.com/AUSParalympics

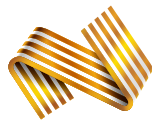
 www.twitter.com/AUSParalympics

 www.instagram.com/AUSParalympics

 www.youtube.com/AUSParaTeam

 @AUSParalympics

APC Sponsor Family



AIS



Australian Government
Royal Australian Mint



Woolworths
The fresh food people

icare™

OPTUS



CLAYTON UTZ



HILL+KNOWLTON
STRATEGIES

