



AUSTRALIAN
PARALYMPIC
COMMITTEE

2013/14 Annual Report

Covering the period 1 July 2013 to 30 June 2014

Australian Paralympic Committee Ltd

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HONOUR ROLL

Australian Paralympic Medal

2001 Marie Little
2002 Ron Finneran
2004 Adrienne Smith
2005 Nick Dean
2008 Scott Goodman
2010 Paul Bird

Ken Brown
John Coates
Doug Denby
Rod Kemp

Australian Paralympian of the Year

1994 Louise Sauvage
1995 Priya Cooper
1996 Louise Sauvage
1997 Louise Sauvage
1998 Louise Sauvage
2000 Siobhan Paton
2002 Michael Milton
2004 Tim Sullivan
2008 Matthew Cowdrey
2010 Cameron Rahles-Rahbula
2012 Jacqueline Freney



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PRESIDENT'S REPORT



In a four year Games cycle, every year counts. For our winter Para-athletes, the 2013/14 financial year was the culmination of four years of training and preparation that was put to the ultimate test at the Sochi 2014 Paralympic Winter Games. For our summer Para-athletes, it was a year when plans were developed and the hard work required for Rio 2016 continued. For the Australian Paralympic Committee (APC), the year was a test of our capacity as an organisation, with time split between Sochi Games operations and meticulous Rio planning to give the 2016 Australian Paralympic Team the best chance of success. At the same time, it was a year of significant challenges, as we sought to reposition ourselves financially and strategically to enhance our long-term success.

With the Sochi 2014 Paralympic Winter Games falling within the 2013/14 financial year, Australia's winter athletes and the winter sport program were a key priority for the APC. In September 2013, we hosted Australia's very first International Paralympic Committee (IPC) Alpine Skiing World Cup in Thredbo to give our Team the opportunity to compete against some of the world's best Para-skiers on home soil. The squad then embarked on five months of training and competition in the northern hemisphere before reaching Sochi. There, Toby Kane and Jessica Gallagher each won Paralympic bronze medals, to place Australia 19th on the medal tally, and 14-year-old snowboarder Ben Tudhope announced himself as a future star on and off the slopes.

Sochi 2014 was an emotional and challenging campaign for the Team, with the tragic loss of squad member and Para-snowboarder Matthew Robinson just weeks before the Games began. Matthew's passing touched us all deeply and our Sochi campaign was carried out with his memory firmly in our minds and our hearts.

Our Games campaign was further marked by a series of Games-ending injuries. Against such adversity, our whole Team – athletes and staff – showed great courage and supported each other admirably. I congratulate the 2014 Australian Paralympic Winter Team for the tenacity, determination and comradeship displayed in Sochi. Each member represented themselves, the Team and our country with distinction.

In 2013/14 Australia also hosted international Para-sport tournaments in the disciplines of wheelchair rugby, boccia and table tennis, highlighting the APC's ongoing commitment to bring more world class Para-sport events to our shores.

The APC hosted the Be The Influence Wheelchair Rugby Tri-Nations in September 2013, contested by Australia, New Zealand and the USA. Notably, the event gained the highest level of Paralympic media coverage since the London 2012 Games and raised more awareness for this popular Paralympic sport.

In October, we worked with Boccia Australia to host the biggest international boccia tournament held in Australia since the Sydney 2000 Paralympic Games, the BISFed Oceania Regional Boccia Championships. In November, we assisted Table Tennis Australia to host the ITTF Oceania Regional Table Tennis Championships, another valuable opportunity for Australia to qualify athletes for the 2014 World Championships. These events provided an important chance for our athletes to gain international experience against world-class competition, and enabled more Australians to witness elite Para-sport first-hand.

Working with our national federation partners to successfully bring international Para-sport to Australia is indicative of the collaborative approach we are pursuing in the preparation and delivery of more Para-sport opportunities. The APC's Para-sport division spent the last year working with our sport partners to build their capacities in Para-sport to ensure all Australia's Winning Edge targets set by the Australian Sports Commission are reached. There is much to be done, but we are on the right track.

Australian sporting organisations working together is key to our nation's success on the world stage and to growing the Paralympic movement. I commend the Australian Sports Commission for its foresight and drive to improve sport structures in Australia and also thank its Chair John Wylie and its Chief Executive Officer Simon Hollingsworth for their commitment to Para-sport.

While much of the reporting period was spent preparing for the winter Games to ensure our Team went in with the highest chance of success, we also maintained our focus on commercial activities. While the APC is grateful to the Australian Government for its funding, to secure our future and achieve our performance goals we must grow non-government revenue through sponsorship and fundraising. We know a secure financial future will underlie success for our organisation and the Paralympic movement.

Our Believe campaign, created to target online donations, was launched in the lead-up to Sochi and will continue through to Rio. It is part of a new fundraising strategy aimed at diversifying our income streams and bringing us up-to-date with best practice charity fundraising programs.

We are working to build strong, supportive pathways for people with a disability across all sports to underpin our high performance successes. Achieving this requires collaboration with national federations, federal and state governments, educational institutions and our corporate partners. To all of our

partners who have joined us in this work, I thank you for your ongoing commitment and enthusiasm.

Another important reform is taking place in our governance practices. The APC has embarked on an overhaul of its governance in accordance with the Australian Sport Commission's requirements. As such, our Corporate Operations division commenced work to redevelop our constitution and Board nomination process to ensure we have the right mix of skills required and reflect a better gender balance. This is an area of reform I am committed to during my term as President and I thank the Directors for their willingness to embrace the change and their understanding of the need for it.

Our success would not be possible without the continued support of the Australian Government and I wish to thank the Federal Minister for Sport, the Honourable Peter Dutton for his ongoing commitment to Para-sport. Long may it continue as we embark on an exciting new path for Australian sport.

It is a big body of work to plan and implement the changes to the APC's strategy, governance and income objectives, while preparing a Team for a Paralympic Games, working with partners to improve the grassroots level of Para-sport and promoting the Paralympic brand and Australia's athletes. It has required a serious commitment from the CEO, staff and the Board of Directors.

The reporting period was my first as President of the APC and I wish to thank former President Greg Hartung for everything he has done for the Paralympic movement over the past 17 years. He can be rightly proud of his achievements and his legacy. I have learned an enormous amount from Greg and I will aim to bring a similar level of focus and vision to the job.

The 12 months of the reporting period have been hard work. We are working to transform our organisation and in doing so, we are being challenged on all fronts. Changes had to be made and I believe we will be better placed to support the athletes of the future as a result. As we edge closer to Rio and PyeongChang, I look forward to seeing the continued growth of the Paralympic movement within Australia and the success of our athletes.

Glenn Tasker
President
Australian Paralympic Committee





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CEO'S REPORT



The 2013/14 financial year has been one of action for the APC which will stand us in good stead as we embark upon the next chapter of the Australian Paralympic movement. Paralympic sport has continued to grow in both participation and recognition and we believe this is a result of the success at the London 2012 Games combined

with the excitement felt by Australian sporting fans during the Sochi 2014 Paralympic Winter Games. We owe this momentum to the world best performances our athletes consistently produce and the diligent work of the APC in never wavering from our vision for Paralympic sport in Australia.

To maintain this success, it is important that we continue to push and better ourselves. The 2013/14 reporting period has seen us implement plans for a better future, commit to our targets and work towards a strong and sustainable sport system for people with a disability.

Following the London 2012 Paralympic Summer Games, the APC undertook a significant restructure of its corporate strategy to identify its strengths, weaknesses and organisational capacity. To take Paralympic sport into a new era, we resolved to work more closely with institutes and academies and key educational, health, community and corporate partners to drive Para-sport programs. It is the added value the APC provides to our partners that puts us in a unique position in Australia's sporting landscape, and one where we can bring real, positive social change.

First and foremost, we are responsible for Australia's Paralympic Teams and medal success. We strive to provide our athletes with the best possible support to help them achieve their goals, and in doing so, prove the worth of Paralympic sport to Australia. We committed to medal targets for the Sochi 2014 and Rio 2016 Paralympic Games under the Australian Sports Commission's Australia's Winning Edge High Performance Strategy. Our Sochi Team delivered, winning two bronze medals to meet its target of two to five medals. While we strived to exceed our targets, the Team performed exceptionally well given the trying circumstances, and the Games proved to be a valuable learning experience for the APC.

The Para-sport division further developed our commitment to work more closely with our partners to produce the best results for the athletes. During the reporting period, the APC launched Performance Talent to identify where greater medal opportunities exist at the Paralympic Games and target new and recently retired athletes who can transfer sports. We have never before been so strategic in our search for athletes and we are now in a stronger position to provide invaluable information for our national federation partners to improve their Para-sport programs.

Our Classification staff have worked closely with the national federations to help them better understand and manage their own classification process – a necessary step for Paralympic sport to become part of Australia's mainstream sporting system.

Another key focus during the 2013/14 reporting period was maturing our non-government revenue streams to ensure a strong financial future. Finding new sponsors continues to be a big challenge we face, as the best opportunity for exposure occurs only once every two years. In terms of sponsorship, our Commercial division developed new models that facilitate a reciprocal relationship, one where we can add an equal amount of value to an organisation to further raise the income stream. Our footprint in corporate Australia is growing and is something that will help our movement gain strength and influence. We have a strong and loyal sponsor base and I thank our existing sponsors and supporters for their ongoing support. May it continue through to 2016 and beyond.

One of our other major challenges remains the management of the transition from a narrow fundraising income stream to this diverse, more secure mix. Outside of sponsorship, our Commercial team achieved exciting success during the reporting period, including the launch of the Believe campaign in January 2014. This online tool helped build our regular giving base and was part of the shift in our fundraising streams away from a heavy reliance on lotteries and trade promotions. We have also experienced considerable growth in the trusts and foundations, regular giving and major gift revenue streams – pleasing and encouraging results that reflect the APC's growing reach.

After London, the APC elected to purchase the broadcast rights to the 2014 and 2016 Games, with the aim of developing a broadcast strategy to take coverage of the Games to a new level – and new

audiences – in Australia. This has meant a significant financial commitment, but one we are confident will also produce a significant return to the APC.

With Rio almost upon us, we now have to be better prepared than ever to give our Team every chance of success in what will be a challenging environment. To tackle this, we aim to empower and inspire everyone who contributes to a Paralympic Team to be the best they can be. This includes our national federation members, disability organisations, healthcare professionals and sports science experts, coaches, families, friends and of course, the athletes.

I extend my sincere thanks to our former President Greg Hartung, who led the APC with passion, drive and vision that has been instrumental in getting the APC and Paralympic sport in Australia to where it is today. Greg stood down from his role in December 2013 and the Board of Directors unanimously elected Glenn Tasker as President and Joyce Parszos and John Croll as Vice Presidents. Since then, Glenn has led the Board with his expertise, insight and understanding of the sport industry. I have every confidence that the future direction of the APC is in good hands.

I also extend my thanks to the APC staff, who always inspire me with their passion and commitment to our organisation and its values. We have gone through a great deal of change in the last 12 months, both in personnel and ways of thinking and working with our partners. I am grateful to each staff member for their willingness to adapt and their vision for the future. The ongoing success of our organisation depends on it.

With 2013/14 now behind us, we stand on the brink of the next stage in Paralympic sport. The hard work will continue and while I'm proud of our progress so far, it is important to not lose sight of how far we have to go. I am proud of what the APC has achieved in the past year, but I am more excited by what is to come.

J.S. Hellwig

Jason Hellwig
Chief Executive Officer
Australian Paralympic Committee



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THE APC

APC Board

Glenn Tasker	President
John Croll	Vice President
Joyce Parszos	Vice President
David Baker	Director
Paul Bird	Director
Nick Dean	Director
Steve Loader	Director
Darren Peters	Director
Troy Sachs	Director
Jason Hellwig	Chief Executive Officer/ Non-voting Director

APC Member Organisations

Athletics Australia
Australian International Shooting Limited
Australian Sport and Recreation Association for Persons with an Intellectual Disability
Basketball Australia
Blind Sports Australia
Boccia Australia
Cerebral Palsy – Australian Sport and Recreation Federation
Cycling Australia
Disabled WinterSport Australia
Equestrian Australia
Football Federation Australia
Rowing Australia
Swimming Australia
Table Tennis Australia
Tennis Australia
Wheelchair Sports Australia
Yachting Australia

APC Staff

Adriana Aguilera-Vargas Coordinator, Individual Giving	Michael Hartung General Manager, Para-sport
Sam Allan Coordinator, Performance Talent and Services	Jason Hellwig Chief Executive Officer
Emily Ayles Development Officer, SA Projects	Lisa Herden Manager, Sponsorship (from September 2013)
Kazuhiko Ban Coach, Winter Sports (until October 2013)	Peter Higgins Coach, Snowboard Cross (until March 2014)
Ian Bangs Chief Financial Officer (from August 2013)	Jennifer Hughes Assistant, Corporate Services (until April 2014)
Pim Berkhout Performance Manager, Winter Sports (from April 2014)	Natalie Hutchinson Manager, Team Operations (Maternity leave from June 2013)
Alison Bombardier Winter Pathways and Technical Advisor (until November 2013)	Stephanie Ings General Manager, Corporate Operations (from October 2013)
Jason Bremner Performance Manager, Summer Sports (until April 2014)	Andrea Johnstone Development Coordinator, QLD (until July 2013)
Peter Brooks Coordinator, Pathways	Lana Kaelser Development Assistant, SA
Nat Browne Performance Coordinator (Maternity leave from April 2014)	Francis Kullas Ski Technician (until March 2014)
Alison Campbell Senior Manager, Performance	Ian Laing General Manager, Commercial
Kieran Courtney Data Analyst	Cathy Lambert Manager, Community Engagement
Roseanne Cowan Assistant, Corporate Services	Rob Lawrenson Manager, Fundraising
Charlie Coyle Manager, Finance	Tim Mannion General Manager, Communications
Brittany Crowden Development Assistant, SA	Lisa Masters Assistant, Corporate Services
Kate Delaney Assistant, Marketing and Sponsorship (until July 2013)	Tim Matthews Manager, Performance Talent
Zoe Dix Development Assistant, SA	Karen Matthews Performance Coordinator (until March 2014)
Brigitte Duba Advisor, Community Engagement (until April 2014)	Margaret McLennan General Manager, Corporate Services (until July 2013)
Brad Dubberley Head Coach, Wheelchair Rugby	Kate McLoughlin General Manager, Teams and Events (Maternity leave from November 2013)
Wiebke Duchow Assistant, Regular Giving (from April 2014)	Genevieve McMahon Manager, Classification (until September 2013)
Daniel Evans Coordinator, Classification (from June 2014)	Joel McMaster Assistant, Teams and Events
Elisha Gartner Performance Coordinator (from May 2014)	Michele Menso Performance Coordinator (from April 2014)
Shaun Giles Manager, Broadcast and Multimedia (until June 2014)	Michael Milton Coach, Winter Sports (until March 2014)
Steve Graham Head Coach, Winter Sports (until June 2014)	Kashmira Mistry Assistant, Fundraising

Anna Muldoon Manager, Classification
Timothy Murphy Assistant, Desktop Support
Tony Naar General Manager, Knowledge Services
Christian Nielsen Administrative Assistant (from October 2013 to April 2014)
Chris Nunn Manager, Performance Coaching
Daniel Ogle Senior Manager, Games Planning (from February 2014)
Greg Omay Manager, Para-sport Engagement
Dearbhail Ormond General Manager, Teams and Events
Kirsty O'Sullivan Administrative Assistant, Para-Sport (from July to December 2013)
Sharon Peterson Assistant, Finance
Kara Retford Advisor, Community Engagement (Maternity leave from June 2014)
Sarah Rogers Advisor, Community Engagement (until April 2014)
Veronica Ryan General Manager, Human Resources
Silvia Scognamiglio Assistant, Team and Events (until March 2014)
Trevor Spaul General Manager, Finance (until August 2013)
Scott Upston Senior Coach, Powerlifting
Paul Van Oosten Senior Manager, Partnerships and Systems
Yuriy Vdovychenko Coordinator, Development Projects (until December 2013)
Chris Voysey Manager, Information Technology
Rebekka Wake Coordinator, Media and Public Relations (until June 2014)
Caroline Walker Manager, Procurement and Logistics (Maternity leave from June 2014)
Amy Winters Manager, Sponsorship (Maternity leave from August 2013)



FINANCE

Finance Report for the Year Ending 30 June 2014

The Australian Paralympic Committee Ltd (APC) operated in all states and territories of Australia during the year ended 30 June 2014, and this finance report reflects these operations. This financial year included the Sochi 2014 Paralympic Winter Games.

The operating deficit for the year ended 30 June 2014 amounted to \$4,322,559. This result occurred after gross expenditure of \$1,286,142 in relation to the Sochi 2014 Paralympic Winter Games. The net assets of the APC at 30 June 2014 were \$338,047.

The APC implemented a new corporate strategy and structure during 2013/14, and some costs incurred were higher than originally anticipated. In particular, the costs to acquire and market the broadcasting rights for the Sochi 2014 and Rio 2016 Paralympic Games and to broadcast the Sochi 2014 Paralympic Winter Games were higher than forecasted during the period. Investments into diversifying the APC's income streams through regular giving operations and other commercial initiatives were also significant, with profitability

expected in future financial years. Unbudgeted costs were also incurred as a result of the critical incident which led to the death of Para-snowboarder Matthew Robinson. During the year the organisation maintained its planned levels of investment into core business activities of sport and Paralympic Team preparations.

The APC has initiated a number of structural and operational changes to the business and as a result, it is anticipated that the APC's operating budget will return a surplus in the 2014/2015 financial year.

A summarised financial report for the 12 months ended 30 June 2014, together with the comparatives for the previous year, are contained on the following pages. The APC Financial Report for the year ended 30 June 2014 is available by contacting the office of the APC.

As in prior years, the Australian Paralympic Committee is extremely grateful for the continued support of our sponsors, benefactors and, particularly, the Australian Government through the Australian Sports Commission.

Statement of Profit or Loss and Other Comprehensive Income – For the year ended 30 June 2014

	2014 \$	2013 \$
Revenue		
Grants	13,419,181	14,770,084
Sponsorship	1,676,198	1,593,903
Fundraising	5,005,951	4,119,281
Investment income and bank interest	198,899	270,998
Membership fees and other income	401,347	159,544
Total revenue	20,701,576	20,913,810
Expenses		
Sport programs	(13,714,041)	(13,045,026)
Paralympic and other games	(1,387,695)	(4,599,184)
Promotion, marketing and media	(2,334,627)	(1,766,999)
Fundraising	(4,641,177)	(3,423,274)
Administration	(2,946,595)	(2,741,459)
Total expenses	(25,024,135)	(25,575,942)
Operating deficit before income tax	(4,322,559)	(4,662,132)
Income tax expense	-	-
Net deficit attributable to the members of the Australian Paralympic Committee Ltd	(4,322,559)	(4,662,132)
Other comprehensive income		
Items that may be reclassified subsequently to profit or loss		
Fair value revaluation of available-for-sale financial assets	193,255	378,216
Other comprehensive income for the year	193,255	378,216
Total comprehensive loss for the year	(4,129,304)	(4,283,916)



Jacqueline Freney

Statement of Financial Position – As at 30 June 2014

	2014 \$	2013 \$
Assets		
Current assets		
Cash and cash equivalents	1,555,841	1,810,268
Trade and other receivables	1,168,723	1,291,050
Investments	1,956,886	-
Total current assets	4,681,450	3,101,318
Non-current assets		
Investments	-	3,595,821
Property, plant and equipment	348,398	485,214
Total non-current assets	348,398	4,081,035
Total assets	5,029,848	7,182,353
Liabilities		
Current liabilities		
Trade and other payables	3,624,526	2,327,837
Overdraft facility	398,994	-
Provisions	97,497	81,866
Deferred revenue	487,121	199,500
Total current liabilities	4,608,138	2,609,203
Non-current liabilities		
Provisions	83,663	105,799
Total non-current liabilities	83,663	105,799
Total liabilities	4,691,801	2,715,002
Net assets	338,047	4,467,351
Equity		
Accumulated funds	(1,009,048)	2,011,380
Reserves	1,347,095	2,455,971
Total equity	338,047	4,467,351



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MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION



It has been another significant year for the Australian Sports Commission (ASC) and the Australian sports network, as we continue to work together to pursue victory on the world stage and inspire all Australians to experience the joy of sport.

Our work with sports organisations to reform governance structures and develop their strategic and commercial capabilities also continues. The ASC is determined to create better businesses and we are leading the way with a lean and agile operating model, a new AIS brand, and continued focus on philanthropy through the Australian Sports Foundation.

Grassroots participation remains a key priority, with the Australian Government's announcement of the Sporting Schools program, a significant endorsement of community sport. The \$100 million program will commence in 2015 – reaching more than 850,000 children – and will enable sports to boost their participation numbers.

Australian sport is on a transformative journey. Few periods have been filled with so much activity or so much promise, and I appreciate the hard work and support of all partners over the past year. By joining us on this journey they continue to prove their capacity to succeed in this ever-changing sporting landscape.

John Wylie AM
Chair
Board of the Australian Sports Commission



Australian Government
Australian Sports Commission

Despite a challenging economic environment, in 2013/14 the Australian Government invested almost \$120 million in our national sporting organisations. In high performance, Australia's Winning Edge continues to evolve as we target sports with potential to deliver international success and invest more in our most promising athletes.

Some highlights in 2013/14 have included:

- **Campaign Rio** – a partnership between the Australian Institute of Sport (AIS), Australian Olympic Committee and Australian Paralympic Committee to prepare athletes for the Rio Olympic and Paralympic Games.
- **AIS Centre for Performance Coaching and Leadership** – the Centre continues to develop Australia's coaches and high performance leaders, with a Podium Coach program launched.
- **AIS Sports Draft** – a fast-tracked development program for talented athletes who are interested in transferring to Olympic or Commonwealth Games sports.



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PARA-SPORT

The 2013/14 reporting period represented a time of significant activity and change for the APC. Under the APC's new corporate strategy, from July 1 2013 the Para-sport division was restructured with a focus on two strategic streams of work: Performance, and Partnerships and Systems.

Performance	Partnerships and Systems
<ul style="list-style-type: none"> • Performance Services • Performance Talent • Research and Innovation • Performance Coaching 	<ul style="list-style-type: none"> • Classification • Community Engagement • Para-sport Engagement

The priorities for the Para-sport division throughout the reporting period were:

- Strong engagement and support for all 12 mainstreamed Paralympic Preparation Programs (PPP);
- The delivery of the five high performance programs managed by the APC (boccia, goalball, powerlifting, wheelchair rugby and winter sports);
- Particular focus on the Sochi 2014 Games preparations of the Australian Paralympic Winter Team;
- The improvement of existing programs (such as Performance Talent, Performance Coaching, Classification and community programs) to improve their efficiency and impact on the system; and
- Positioning of APC activities to better support and connect key stakeholders.

The key event for the Para-sport division during the reporting period was the Sochi 2014 Paralympic Winter Games. As always, the priority for the APC was to provide the best possible support to the athletes, coaches and staff within the winter Paralympic Preparation Program to ensure an optimal Games preparation and performance.

The preparation of the winter program for Sochi was not without its difficulties, none more so than the tragic passing of Para-snowboarder Matthew Robinson following the IPC World Cup Finals in Spain in February 2014. Matthew's death was absolutely devastating and is still deeply felt not just by the APC and its winter program, but right across the Paralympic community in Australia and overseas. He was a leader within the Australian Para-snowboard team, he contributed so much to the sport and its future at the Paralympic Winter Games, and his legacy will live on. His team-mates and friends continue to train and compete by the slogan "We ride for Matty".

During the 2013/14 financial year, the Australian Paralympic Committee allocated \$10,223,253 in funding to 17 high performance Paralympic Preparation Programs. Of those 17, the APC managed five PPPs and supported 12 in partnership with national federations. The investment into national federations is additionally supported by the other APC programs, which has helped accelerate the development of the PPPs.

The APC also continued to provide \$400,000 in funding during 2013/14 to the Australian Sports Commission to ensure direct athlete support payments remained equitable for Paralympic and Olympic athletes.

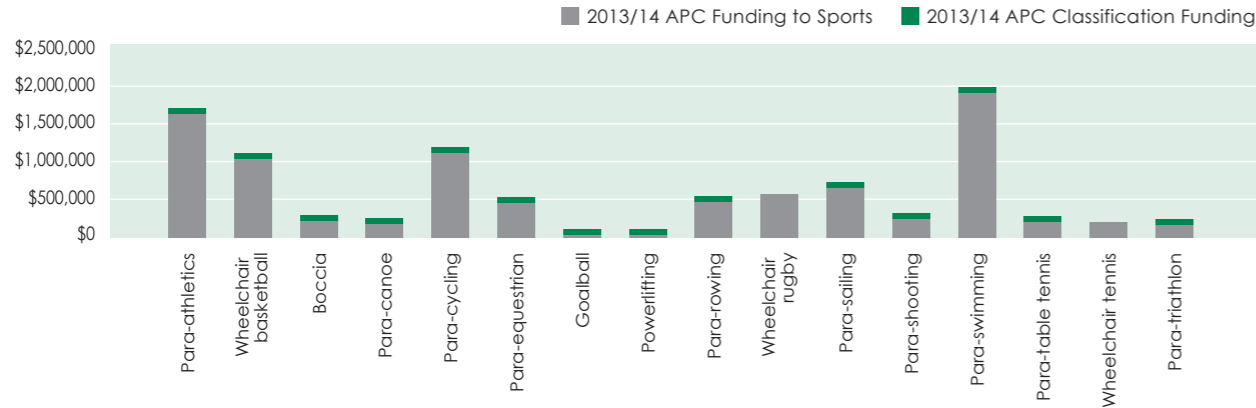
Looking ahead, there are some exciting developments in the pipeline for Para-sport in Australia. The APC Community Engagement program continues to evolve, and in 2014/15, will have a sharp focus on connecting all Australians with Paralympic sport. In addition, the APC's work to improve other existing programs to meet the future needs of the Para-sport system is well underway. Classification and working with sports to strategically and efficiently develop their system are high on that agenda in 2014/15.

There are many contributors to the Para-sports pathway for Australians with a disability. The APC acknowledges and thanks the Australian Government and the Australian Sports Commission, national federations, the Australian Institute of Sport and each of the state institutes and academies of sport, state governments and departments of sport and recreation, state sporting organisations and clubs for their contribution and ongoing support of Australia's Paralympic athletes.



Australian doubles teams contesting the 2013 ITTF Oceania Para Table Tennis Championships

APC direct contribution to Paralympic Sport – 2013/14



Performance

Performance Services

APC Performance Services manages the APC's Paralympic Preparation Programs and supports national federations to achieve competitive advantage through service delivery, innovation and research projects. Throughout 2013/14, the APC continued to provide support to national federations in areas specific and unique to Paralympic sport, with a new focus on sports medicine, equipment, technology, skill acquisition and benchmarking world's best practice.

During the reporting period, the key outcomes of the APC's Performance Services operations were:

- Staff partnership agreements signed with the Australian Institute of Sport, Victorian Institute of Sport, ACT Academy of Sport and South Australian Institute of Sport to enable performance services staff to work with Paralympic Preparation Programs managed by the APC and national federations;
- A new benchmarking project which assessed the Australian Para-canoe program, other international programs and the opportunities available for future success in the sport from strategic, management and performance services perspectives. Para-Canoe will debut at the Paralympic Games in 2016 and this project delivered outcomes for Australian Canoeing, including recommendations regarding its national program strategy, structure and management, the optimal use of equipment and technology as well as guidance regarding athlete preparation and competition strategies;
- An AIS Competitive Innovation Fund grant of \$100,000 for the 'Customised seating in Paralympic sport' project. This project benefited athletes with performance seating considerations across seven Paralympic sport programs. A key activity of the project plan was the delivery of a multidisciplinary seating workshop, held at the AIS in April 2014.

This workshop brought together experts from high performance sport and the health sector to share ideas;

- A site visit to Rio to establish the performance support model for the 2016 Paralympic Games. Findings and recommendations were reported to APC staff and key program partners;
- A partnership with AIS Sports Medicine to establish a Paralympic Sports Medicine Registrar position based in Canberra. The role has provided support to Para-sports and has also focused on establishing policies and practices around medical considerations which are unique to Para-sport athletes with certain impairments;
- Establishment of the role of AIS Paralympic Engineer. In April 2014, Matt Crawford commenced in the role, funded by the APC, to focus on the optimisation of Paralympic equipment and technology across Para-sports. Matt has a significant background in high performance motor sport and brings invaluable skills to the Para-sport system in Australia.

Performance Talent

In line with the APC's new corporate strategy, the APC Para-sport division established a Performance Talent department in 2013/14 to:

- Support the achievement of Paralympic performance targets at both summer and winter Paralympic Games under the Australia's Winning Edge strategy;
- Develop a strategic approach to understanding the talent requirements of Para-sports;
- Implement a more targeted approach to identifying Paralympic medal potential athletes or transition them into new sports;
- Provide direction and support to national federation partners to nurture identified elite athletes, including those who have changed sports.

The key achievements of the Performance Talent department during the reporting period were:

- The completion of a major sport impairment profiling project across all Para-sports. The project identified the characteristics of impairment profiles of successful athletes across all classifications within each sport. This work will continue in 2014/15, with all findings forming the basis of talent identification activities carried out by the APC and its national federation partners;
- 84 registrations through the Performance Talent portal on the APC website, from current high performance athletes and emerging athletes who believe they have the potential to win a medal at a future Paralympic Games. Each applicant is assessed and screened to identify which sport and event they are best suited to;
- Individual case management of athletes with genuine Paralympic medal potential until such time as they are part of the high performance squads within their new sport. Performance Talent is undertaken using the AIS FTEM (Foundation, Talent, Elite, Mastery) model to assess, benchmark and track the progression of athletes in the pathway;
- Maintenance of the APC's 'Get Involved' and 'Get Classified' online registration tools. Registrations are managed and participants are linked with their nearest club and participation opportunity. In the 2013/14 reporting period, 130 registrations were received;
- A collaboration with national federation partners to detail 'known pathway needs' for each sport, which considered the depth of competition internationally, the depth of the athlete talent pool in Australia and the potential to achieve short term success with a targeted approach to specific events.

Para-Sport Draft

In late 2014, the APC will link with the AIS to deliver the first Para-sport Draft. The new program will be conducted throughout the country and will be modelled on the concept of the able-bodied Sports Draft introduced by the AIS in late 2013, which focussed on combat sports.

In line with the APC corporate strategy, the Para-sport Draft will be targeted in its approach and will initially focus only on identifying individuals with cerebral palsy or other neurological impairments such as multiple sclerosis or acquired brain injuries, who have the potential to contribute towards Australia's Winning Edge performance targets.

Anti-Doping

Throughout 2013/14, the APC delivered a comprehensive anti-doping education program to athletes, coaches and staff in APC managed sport



Cameron Rahles-Rahbula

programs. The program included face-to-face and online learning sessions and regular updates through other APC communications channels.

In November 2013, the findings of the independent anti-doping review conducted by leading anti-doping consultant Nicki Vance during the 2012/13 reporting period were released. This review was undertaken as a precaution for the APC and not in response to any direct concerns. The APC took the following steps to further enhance its stance against doping in sport by implementing a number of recommendations:

- Increased anti-doping advocacy at the international level, particularly in relation to the Paralympic sport of powerlifting;
- Enhancement of APC anti-doping policies and procedures;
- Improvement of recruitment and employment practices as they relate to anti-doping;
- Improvement of the APC's anti-doping education programs;
- Introduction of supplement policies and procedures.

In June 2014, Nicki Vance undertook a status review of findings and recommendations and provided a report to the APC for further review.

Partnerships and Systems

In 2013/14, the APC's Partnerships and Systems department evolved out of what was previously known as the Participation and Pathways department. This change, in structure and direction, was implemented in early 2014 and ensured the APC could provide more effective support to its sporting partners and community-based stakeholders.

Consistent with its commitment to providing a strategic and targeted approach to leadership in the sector, the APC's Partnerships and Systems department oversaw three key portfolios in 2013/14: Para-sport Engagement, Community Engagement and Classification.

Classification

The APC is committed to working collaboratively with its sporting partners to plan, manage and deliver a high quality national classification system. The APC's work in classification during 2013/14 focussed on the following key areas:

• Code Compliance

- Management of the Australian classification system to ensure compliance with the IPC Classification Code across all Para-sports;
- Consultation with Australian stakeholders and provision of feedback to the IPC for the initial round of the IPC Classification Code review.

• Para-sport pathway support

- Support of sports to deliver effective classification pathways for athletes in their sports, including:
 - Working with sports to understand their requirements to embed and deliver classification across participation, development and high performance levels for their sport;
 - Providing funding direct to 15 sports to support the delivery of classification;
- Management of the national classification system for:
 - Athletes with a vision impairment in partnership with low vision centres. 61 vision-impaired athletes were classified at the national level in 2013/2014;
 - APC managed sports of boccia, powerlifting and winter sports (alpine skiing and Para-snowboard). 45 athletes were classified in APC managed sports at the national level in 2013/2014.
- Strengthening the national system through development of Australian classifiers in conjunction with the sports, including:
 - Supporting training for 30 new national trainee classifiers in Para-swimming, Para-triathlon, Para-cycling, Para-equestrian and Para-canoe;
 - Supporting classifier update workshops for national level classifiers in Para-table tennis and Para-cycling;

- Supporting international classifier training for three classifiers in Para-triathlon, Para-cycling and Para-swimming. Australia currently has 53 international classifiers and international trainees across summer and winter Paralympic sports.

- Promoting online education resources to increase knowledge of Paralympic eligibility and classification within the Australian community, including the APC's Select-a-Sport and online classification registration system.

• High performance targets

- Supporting risk management processes and preparation for classification presentations internationally in sports including winter sports, boccia, goalball, Para-swimming, Para-athletics, Para-cycling and wheelchair rugby.
- Supporting the planning and delivery of international classification in Australia for athletes in boccia, Para-athletics, Para-swimming and Para-triathlon.

• Paralympic Games Planning

- Management of the classification preparation for all members of the 2014 Australian Paralympic Team. All Australian athletes were classified in advance of the Sochi Winter Paralympic Games, minimising the impact on their Games preparation.

Community Engagement

The objective of the APC's Community Engagement portfolio is to establish programs and initiatives which educate the community and engage external stakeholders who contribute to the achievement of participation, pathway and high performance objectives.

The first half of the reporting period focussed on identifying the community engagement priorities for the APC and understanding what the practical development and implementation of these should look like. The outcome of this process was a commitment to three primary areas of focus:

• Diversity

The APC's new diversity strategy will commence in late 2014 and will focus on indigenous populations, culturally and linguistically diverse (CALD) populations, and women in sport.

• Education

Program and initiatives delivered in 2013/2014 as part of the APC's Education program included:

- Delivery of a 'digital video conferencing' session to more than 500 primary school students nationally, focussing on the Sochi 2014 Paralympic Winter Games;



Jenny Blow and Nicole Esdaile

- Commencement of a sports participation study looking at the rehabilitation related benefits associated with participation in sport. Findings from this work will be used as part of a broader program to educate and engage with the medical practitioner and allied health sector;
 - Support for Essendon Football Club's 'On The Ball Program' program which engages with middle school students on issues that are relevant to them.
- Work on a new and comprehensive APC education strategy will commence in early 2014/15.

• System Partners

Program and initiatives delivered in 2013/2014 were:

- Continued engagement with the ADF. The existing agreement with the APC and ADF was revamped, with ways to better engage eligible members into a Para-sport pathway the key achievement;
- Ongoing support for School Sport Australia (SSA), particularly the planning and delivery of the Para-sport components of the 2015 Pacific School Games;
- The 2014 Para-sport Pathways and Engagement Forum, which was hosted by the APC, provided a strategic overview of the APC business and aimed to better engage and connect with disability service providers and potential referrers of new Para-sport athletes.

Para-sport Engagement

In early 2014, the APC engaged Victoria University's Institute of Sport, Exercise and Active Living (ISEAL) as a project partner, to develop an evidence-based approach to improve the policy and structures which underpin the delivery of disability sport in Australia. To achieve this outcome, the following projects commenced:

• Para-SPLISS (Sports Policy Factors Leading to International Sporting Success)

Para-SPLISS is an international study analysing sport policy and process as it relates to the development of Paralympic sport and the achievement of international success. Conducted over several years, the APC's involvement in this project will ensure a detailed understanding of factors relating to success in Para-sport.

• Para-sport Engagement Framework (PSEF)

Informed by the outcomes of SPLISS (a previous project focusing on able-bodied sport) and Para-SPLISS, the Para-sport Engagement Framework will assist in identifying how key stakeholders can better support Para-sports to develop the systems, policies and processes considered critical to achieving international success in Para-sport.

With development of the PSEF expected to last until October 2014, the APC expects implementation of a pilot program to commence in November 2014.



PARA-SPORTS REPORTS

Australia's Winning Edge (AWE)

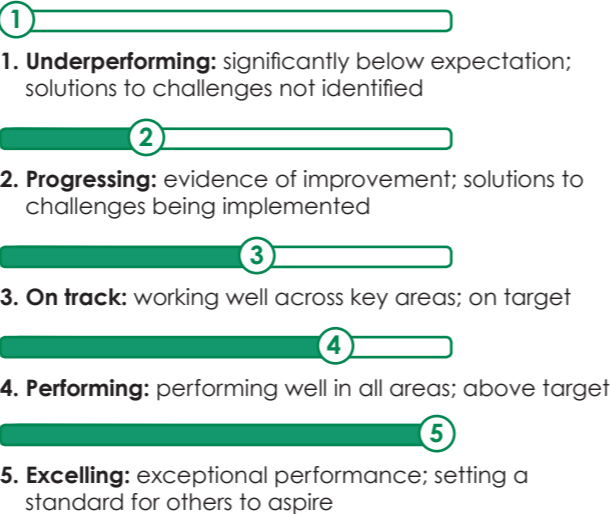
Developed in partnership with Australia's high performance network, Australia's Winning Edge provides the high performance sports sector with clear performance targets and a framework for collaboration from 2012-2022.

Australia's high performance is about:

- consistent and sustainable success 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;
- engaging, uniting, inspiring and motivating all Australians.

AWE High Performance Rating

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



Paralympic Preparation Programs (PPPs) managed by the APC

Boccia

Program managed by: Australian Paralympic Committee

International Federation: Boccia International Sports Federation (BISFed)

Head coach: Peter King

Program coordinator: Nat Browne

Performance managers: Jason Bremner and Alison Campbell

AWE investment: \$115,000

APC funding allocation in 2013/14: \$270,618

Benchmark event in 2013/14: 2013 BISFed Asia Oceania Boccia Championships – Sydney, Australia (21-25 October)

Target: 4th-8th: 5. Result: 6

Target: 9th -16th: 7. Result: 2

AWE High Performance Rating: 3 – on track

Report: The 2013/14 financial year was significant for the APC's boccia program. After a solid period of domestic development, the Australian athletes re-emerged on the international stage during the 2013 BISFed Asia Oceania Boccia Championships in Sydney from 21-25 October. The APC, in partnership with Boccia Australia, organised and delivered the event which saw 12 athletes from Australia compete, three reach the quarter finals and another seven finish in the top 16. In the Teams competition, the Australian BC1/2 combination finished eighth, the BC3 and BC4 pairs finished fifth.

Following the event, the APC undertook a thorough review of its boccia program. As a result, the APC established a staff partnership agreement with the Cerebral Palsy Alliance to engage Peter King as head coach of the program working one day per week from 1 February 2014. The program also established a "Targeting Tokyo" junior and emerging squad.

Australia competed in two more international events during the reporting period, the BISFed World Open Event Montreal in May 2014 in Canada and the Hong Kong Open the following month.

Domestically, the 2014 Boccia Australia National Championships were held in Narrabeen, Sydney from 11-15 May. The State Shield was won by Victoria, Lilly Kelly (TAS) was awarded the President's Award and Gavin Thorneycroft (VIC) was named Best and Fairest.

Goalball

Program managed by: Australian Paralympic Committee

International Federation: International Blind Sports Association (IBSA)

Head coach: Peter Corr (women's program) and Murray Elbourn (men's program)

Program coordinator: Nat Browne

Performance managers: Jason Bremner and Alison Campbell

AWE investment: \$90,000

APC Funding allocation in 2013/14: \$109,952

Benchmark events in 2013/14: 2013 IBSA Goalball Asia Oceania Regional Championships – Beijing, China (13-17 November)

Target: Women – top 4. Result: 4th

Target: Men – top 8. Result: 4th

2014 IBSA Goalball World Championships – Espoo, Finland (26 June-6 July)

Target: Women – top 8. Result: Women – 10th

AWE High Performance Rating: 2 – progressing

Report: The 2013 IBSA Asia Oceania Regional Championships in Beijing, China from 13-17 November was not only the key benchmark event for both the men's and women's goalball programs in 2013, but also the qualification tournament for the 2014 IBSA World Goalball Championships. Unfortunately both teams finished in fourth position, and did not achieve World Championship qualification. However, in May 2014, the APC received notification that due to a withdrawal of a team from the women's draw a spot at the World Championships was offered to Australia. With less than two months until the World Championships, preparations for the event moved into full swing. An important step in this process was the appointment of Peter Corr as Head Coach to oversee the campaign. Corr had previously held the Team Manager position.

The IBSA Goalball World Championships were contested from 26 June to 6 July in Espoo, Finland. The Australian Team was placed in a strong pool which included China, Brazil, Israel, Sweden and Ukraine. Australia finished in fifth position in their pool, with one win against Sweden and four losses. They finished the World Championships in 10th position.

Domestically, the 2013 Goalball National Championships took place in Perth from 4 to 7 October. Queensland teams won both the men's and women's competitions. Ben Rowe (WA) and Meica Horsburgh (QLD) were awarded the Most Valuable Player after leading the goal scoring in the men's and women's competitions respectively.

Cameron Carr

Powerlifting

Program managed by: Australian Paralympic Committee
International Federation: International Paralympic Committee (IPC)

Head coach: Scott Upston

Program coordinator: Nat Browne

Performance managers: Jason Bremner and Alison Campbell

AWE investment: \$55,000

APC funding allocation in 2013/14: \$108,020

Benchmark events in 2013/14: 2013 IPC Powerlifting Asian Open Championships – Kuala Lumpur, Malaysia (3-7 November)

Target: Gold: 0-1. Result: 0

Medals: 0-3. Result: 0

2014 IPC Powerlifting World Championships – Dubai, United Arab Emirates (5-11 April)

Target: Gold: 0. Results: 0

Target: Medals: 0-1. Result: 2

AWE High Performance Rating: 1 – underperforming

Report: Australian Powerlifting athletes competed in two international events during the reporting period, both benchmark events. The first was the 2013 IPC Powerlifting Asian Open Championships held in Kuala Lumpur, Malaysia from 3-7 November. Seven Australians competed in the event. Jessica Gray in the 67kg class was the highest placed Australian, finishing fourth. Five of the seven Australian lifters finished in eighth place or better.

The 2014 IPC Powerlifting World Championships were held in Dubai, UAE, from 5-11 April. Three athletes were selected to compete in the event; Jessica Gray in the 67kg class, Nang Nguyen in the 54kg class and Ben Wright in the 88kg class. Nguyen had a best lift of 123kg to place him in 16th position, the best performance from an Australian.

Australia was awarded three male and one female slot for the powerlifting competition at the 2014 Glasgow Commonwealth Games. Athletes Jessica Gray, Ben Wright, Abebe Fekadu and Leigh Skinner were selected to the Team and supported by Scott Upston as the coach.

The APC was advised in late June that the Australian Winning Edge investment for powerlifting of \$55,000 would be withdrawn in 2014/15.

Wheelchair Rugby

Program managed by: Australian Paralympic Committee
International Federation: International Wheelchair Rugby Federation (IWRF)

Head coach: Brad Dubberley

Program coordinator: Nat Browne

Performance managers: Jason Bremner and Alison Campbell

AWE investment: \$525,000

APC funding allocation in 2013/14: \$580,920

Benchmark event in 2013/14: 2013 IWRF Wheelchair Rugby Asia-Oceania Regional Championships – Pretoria, South Africa (20-23 November)

Target: Gold: 0-1. Result: 1

Target: Medals: 1. Result: 1

AWE High Performance Rating: 3 – on track

Report: The 2014 IWRF World Championships will be held in Odense, Denmark in August and this reporting period saw the APC's wheelchair rugby program continue preparations for the event.

The APC hosted the Be the Influence Wheelchair Rugby Tri Nations in Sydney from 18-20 September 2013. For the first time in Australia, an international wheelchair rugby event was presented outdoors on a temporary court and created an amazing atmosphere for spectators and the teams from Australia, New Zealand and the United States. Australia was defeated 58-54 in the grand final by the USA, after both teams recorded wins over each other in the qualifying rounds.

The major benchmark event for the reporting period was the 2013 IWRF Wheelchair Rugby Asia-Oceania Regional Championships held in Pretoria, South Africa from 20-23 November. While Australia was favourite to win the event, it was not without its challenges. Two athletes were reclassified prior to the commencement of the tournament, requiring the coaching staff to adjust key line-ups and game plans. During the competition, the Australian Team was forced to forfeit a game due to food poisoning. However, the Australians still managed to successfully fight their way through the competition and defeated Japan in the final 55-48.

Australia's next international showing was the 2014 Canada Cup held in Vancouver from 19-21 June. The annual event attracted eight of the leading nations in wheelchair rugby. Australia was undefeated in the pool rounds (with wins against Switzerland, Sweden and Great Britain), and defeated Japan in the semi final 60-47 to set up a final showdown with the host nation. Australia was too strong in the final, defeating the Canadians 62-54. Ryley Batt was announced as the best player in the 0.5 classification.



Victoria Pendergast

Winter Sports

Program managed by: Australian Paralympic Committee
International Federation: International Paralympic Committee (IPC)

Head coach: Steve Graham

Program coordinator: Caroline Walker and Karen Matthews

Performance managers: Chris Nunn and Pim Berkhout

AWE investment: \$784,478

APC funding allocation in 2013/14: \$1,267,493

Benchmark event in 2013/14: 2014 Sochi Paralympic Winter Games – Sochi, Russia (7-16 March)

Target: Gold: 1. Result: 0

Target: Medals: 2-5. Result: 2

AWE High Performance Rating: 3 – on track

Report: The 2014 Sochi Paralympic Winter Games took place in Russia between 7-16 March. Australia won two bronze medals with Toby Kane taking bronze in the men's standing super-combined and Jessica Gallagher claiming bronze in the women's vision-impaired giant slalom. The result was at the bottom end of the target set before the Games, however it was a good result following a tough preparation.

Outside of the Sochi Games, it was a hectic competition year for the APC winter program. It commenced in New Zealand for the alpine skiing program with two World Cup events held in August 2013, before the APC hosted an IPC Alpine Skiing World Cup in Thredbo for the first time in September.

In late November 2013, both the alpine skiing and snowboard programs departed Australia to compete in IPC World Cup events across Europe and North America in the lead-up to the Sochi Games. It was at the final World Cup event in February in La Molina, Spain where snowboarder Matthew Robinson suffered the racing injury which tragically led to his passing in the week that followed. Matthew will be remembered as an outstanding athlete and leader, and he also had the honour of becoming the first Australian Para-snowboarder to medal in World Cup events, winning one gold and three silver medals, noting that his class was not to feature on the Sochi 2014 Games program.

Australia performed strongly throughout the IPC Alpine Skiing World Cup series both in Australia and overseas. The alpine program won a total World Cup season tally of 10 gold, 12 silver and 7 bronze medals.

A thorough review of the APC winter program commenced immediately after the Sochi Games. This led to several changes within the program, most notably the departure of head coach Steve Graham after 11 years at the helm of the program and more than 20 years coaching athletes with a disability. Steve's service to the sport has been outstanding and he leaves the program with the APC's best wishes for his future endeavours.



Evan O'Hanlon

Paralympic Preparation Programs (PPPs) managed by National Federations

Athletics

Program managed by: Athletics Australia

International Federation: International Paralympic Committee (IPC)

Paralympic Program Manager: Andrew Faichney

High Performance Manager: Simon Nathan

APC funding allocation in 2013/14: \$1,630,000

Benchmark event in 2013/14: 2013 IPC Athletics World Championships – Lyon, France (19-28 July)

Target: Medals: 20-25. Result: 30

AWE High Performance Rating: 3 – on track

Report: The 2013 IPC Athletics World Championships took place in Lyon, France from 19-28 July and was the key benchmark event during the reporting period for the Para-athletics program. The target set under Australia's Winning Edge was 20 to 25 medals. Australia sent a team of 36 athletes, who exceeded the medal target by winning 30 medals overall. The team won four gold, 11 silver and 14 bronze medals, finishing 15th on gold and equal fourth with Ukraine on total medals won. Evan O'Hanlon was the leading medal winner for Australia claiming the 100m, 200m and 400m gold medals in the T38 classification.

In April 2014, a contingent of four athletes travelled to compete in the Il Caixa Loterias Athletics Open Championships in Sao Paulo, Brazil. All athletes returned with a medal; Scott Reardon and Chad Perris winning gold and Gabriel Cole and Simon Patmore winning bronze.

The wheelchair track and road team travelled to compete

in the 41st Swiss National Wheelchair Championships in Nottwil, Switzerland in May, 2014. For the first time, the event was recognised as a Grand Prix as part of the new IPC Athletics Grand Prix international circuit. The Australian athletes achieved three gold, eight silver and two bronze.

Domestically, the 2014 Australian Championships were staged in April at the Lakeside Stadium in Melbourne. This event doubled as the selection trials for the Glasgow 2014 Commonwealth Games, where six Para-athletics events are to be included on the Glasgow program. Nine Para-athletes were selected following the National Championships with a further three added to the team in June at the final selection panel meeting. The athletes selected are: Rae Anderson, Angela Ballard, Christie Dawes, Madison de Rozario, Jodi Elington, Ella Parady, Richard Colman, Donald Elgin, Kurt Fearnley, Richard Nicholson, Paul Raison, Sean Roberts.

Athletics Australia applied and was granted sanctioning by the IPC for 20 competitions during 2013/14.

For the first time the Australian Junior Multi-Class Championships were included into the able-bodied Australian Championships in 2014. Held in March in Sydney, there were 27 junior national records set from under 14 to under 20 in Para-athletics events.

At the Athletics Australia annual award ceremony in November 2013, Angela Ballard was announced as the female Para-athlete of the year, while Evan O'Hanlon won the male Para-athlete award for the second consecutive year.



Curtis McGrath

Canoe

Program managed by: Australian Canoeing

International Federation: International Canoe Federation (ICF)

Paralympic Program Manager: Andrea King

High Performance Manager: Richard Fox

APC funding allocation in 2013/14: \$225,000

Benchmark event in 2013/14: 2013 ICF Para-canoe World Championships – Duisburg, Germany (28 August-1 September)

Target: Medals: 0-1. Results: 0

AWE High Performance Rating: 3 – on track

Report: The benchmark event for the reporting period was the 2013 ICF Canoeing Sprint World Championships which was held in Duisburg, Germany from 28 August to 1 September. Australia sent a team of five athletes who finished with a silver medal and in equal ninth position on total medals. Kara Kennedy was the only Australian medalist in the Women's V-1 200m.

Domestically, the 2014 Australian Championships were staged from 27-30 March at the West Lakes in Adelaide. Those winning national titles in the Paralympic distances were Brock Ingram (LTA), Colin Sieders (A), Amanda Reynolds (LTA) and Kathy Mallory (A) in the K1's and Curtis McGrath (TA) and Susanne Seipel (A) in V1's. This event was also the selection trial for the 2014 ICF Canoe Sprint World Championships to be held in Moscow, Russia in August.

From December 2013 to March 2014 the National Grand Prix series was held with events in SA (West Lakes), NSW (Sydney International Regatta Centre) and back to SA (West Lakes). The Sydney regatta was also classed as the Oceania Championships, with competitors from New Zealand also taking part.

At Australian Canoeing's annual awards ceremony in November 2013, Kara Kennedy was announced as the Para-canoeist of the Year.



AUSTRALIAN
PARALYMPIC
COMMITTEE



Felicity Johnson with pilot Holly Takos

Cycling

Program managed by: Cycling Australia

International Federation: International Cycling Union (UCI)

Head coach: Peter Day

National Performance Director: Kevin Tabotta

APC funding allocation in 2013/14: \$1,120,000

Benchmark events in 2013/14: 2013 UCI Para-cycling Road World Championships – Baie-Comeau, Canada (29 August-1 September)

Target: Medals: 6-8. Result: 9

2014 UCI Para-cycling Track World Championships – Aguascalientes, Mexico (10-13 April)

Target: Medals: 13-17. Result: 17

AWE High Performance Rating: 4 – performing

Report: There were two benchmark events for the Para-cycling program during the reporting period. The first was the 2013 UCI Para-cycling Road World Championships which took place in Baie-Comeau, Canada from 29 August to 1 September. Australia was represented by 18 athletes and two pilots, who collectively won four gold and five bronze medals. This placed the team in equal fourth on both gold and total medals. The Australia's Winning Edge Benchmark Event target of six to eight total medals was achieved. Carol Cooke was a standout, winning both the Time Trial and Road Race World Titles in the T2 class. Her compatriots David Nicholas (C3) and Michael Gallagher (C5) were the other athletes to stand on top of the podium for Australia.

The second benchmark event was the 2014 UCI Para-cycling Track World Championships held in Aguascalientes, Mexico from 10-13 April. The Australian team of 11 athletes and five pilots achieved an exceptional result, winning five gold, five silver and seven bronze to finish in first on total medals and second on gold medals. The Australian Winning Edge Benchmark Event target of 13 to 17 total medals was achieved.

The program also competed in the 2013 UCI Para Road World Cup III which took place in Matane, Canada from 22-25 August. The team of 16 athletes and one pilot achieved six gold, two silver and two bronze medals and a further 17 top eight placings.

Domestically, the 2014 Cycling Australia Para-cycling Track National Championships were held from 19-20 December 2013, at the Darebin International Sports Centre Velodrome in Melbourne. This event doubled as the selection trials for the Glasgow 2014 Commonwealth Games, where for the first time four Para-cycling events are to be included on the Commonwealth Games program. The athletes selected to compete in those four events were Brandie O'Connor and pilot Breanna Hargrave, Felicity Johnson and pilot Holly Takos, Paul Kennedy and pilot Thomas Clarke and Kieran Modra and pilot Jason Niblett.

The 2014 Cycling Australia Para-cycling Road National Championships were held in Echuca, Victoria from 10-11 May, 2014.

In 2014 the Australia Para-cycling Road Series was expanded to include all Paralympic classifications, building on the previous series which had only offered events for handcyclists and tricycle athletes. Four rounds, which included a time trial and road race, were conducted in Toowoomba QLD, Bathurst NSW, Perth WA and Echuca VIC. Handcyclist Michael Taylor (H3 classification) was the only athlete to win all eight races across the series.

At the Cycling Australia Awards held in November 2013, Carol Cooke (T2 classification) and Michael Gallagher (C5 classification) were announced as the female and male Para-cyclist of the year respectively.

Equestrian

Program managed by: Equestrian Australia

International Federation: Fédération Equestre Internationale (FEI)

Head coach: Julia Battams

High Performance Manager: Chris Webb

APC funding allocation in 2013/14: \$500,000

Benchmark event in 2013/14: 2013 Saddleworld Dressage Festival – Werribee, Victoria (28 November-1 December)

Target: Medals: 0. Result: 0

AWE High Performance Rating: 3 – on track

Report: The 2013 Saddleworld Dressage Festival took place in Werribee, Victoria from 28 November to 1 December. London Paralympic gold medalist Joann Formosa, riding on Worldwide PB, backed up her 2012 performances scoring more than 70 per cent for each ride on her way to winning all three events for grade Ib riders.

Equestrian Australia sent a team of three riders to compete at the CEPDI3* Hartpur Festival of Dressage in Great Britain in July 2013. The team included Para-equestrian veteran Jan Pike (class 1a), along with Dale Johnston (class II), who both shared the horse Lollipop 64 for the competition, and Kaye Hannan (class IV) who rode Hlland Sensation. The riders achieved three top five places and three top eight places between them.

Grade IV rider Nicole Blanks was the only Australia competitor at the 2014 CEPDI3* Moorseele Festival in Belgium from 24-27 April. Nicole and her horse Vledder finished second in the individual and third in the freestyle test events while finishing fourth in team test.

The 2013 Saddleworld Australian Dressage Championships were held from 24-27 October at the Sydney International Equestrian Centre. This was the first year the Para-Equestrian Dressage Championships were fully integrated with the able-bodied Australian Dressage Championships. Formosa was again the leading Para-equestrian performer with event scores from all three events she competed in above 70 per cent. Chelsea Higgins also performed well with scores above 70 per cent in two of her three events.

At the Equestrian Australia Awards Ceremony in May, Joanna Formosa was named the Para-equestrian rider of the year for the second year in a row.



Gavin Bellis and Kathryn Ross

Rowing

Program managed by: Rowing Australia

International Federation: International Federation of Rowing Associations (FISA)

Head coach: Gordon Marks

High Performance Manager: Chris O'Brien

APC funding allocation in 2013/14: \$480,000

Benchmark event in 2013/14: 2013 World Rowing Championships – Chungju, Korea (25 August-1 September)

Target: Medals: 2. Result: 2

AWE High Performance Rating: 4 – performing

Report: The 2013 World Rowing Championships took place in Chungju, Korea from 25 August to 1 September. Three Para-rowers were selected for the Australian Team: Erik Horrie in the single scull ASx1 and Gavin Bellis and Kathryn Ross in the mixed double scull TAx2. Both boats won the gold medal to achieve the Australia's Winning Edge Benchmark Event target of one to two total medals in perfect fashion.

The World Rowing Championships was a fully integrated event for able-bodied and Para-sport athletes. The two gold medals won by Australia's Para-rowers contributed to the overall Australian medal tally of three gold, two silver and one bronze.

The Sydney International Rowing Regatta, which included the 2014 Australian Open Rowing Championships, was held at the Sydney International Rowing Centre from 23-30 March. Para-rowing races were conducted in both single and double sculls in the arms and shoulders (AS) and legs, trunk and arms (LTA) classifications. The top performers again were Erik Horrie, who won the men's AS single scull, and Kathryn Ross and Gavin Bellis, who won the mixed LTA double scull race.

At the International Federation of Rowing Associations Annual Awards, held in November 2013, Kathryn Ross and Gavin Bellis were announced as the Para-rowing crew of the Year.



AUSTRALIAN
PARALYMPIC
COMMITTEE

Liesl Tesch and Daniel Fitzgibbon

Sailing

Program managed by: Yachting Australia

International Federation: International Sailing Federation (ISAF)

Paralympic Program Manager: Mark Robinson

High Performance Manager: Katie Culbert

APC funding allocation in 2013/14: \$705,000

Benchmark event in 2013/14: 2013 IFDS Sailing World Championships – Kinsale, Ireland (22-30 August)

Target: Medals: 0-1. Result: 1

AWE High Performance Rating: 3 – on track

Report: The 2013 IFDS Sailing World Championships took place in Kinsale, Ireland from 22-30 August. The Sonar crew of Colin Harrison, Jonathan Harris and Russell Boaden won a bronze medal, while Matthew Bugg was the highest placed Australian in the 2.4mR class, placing fourth overall, with countrymen Neil Patterson in 28th and Mark Duman in 41st. The Australia's Winning Edge Benchmark Event target of 0-1 total medals was achieved.

The ISAF Sailing World Cup series came to Melbourne from 1-7 December at the Sandringham Yacht Club. The integrated event offered Para-sailors the opportunity to compete in two of the three Paralympic classes (2.4mR and SKUD18). The crew of Duncan McGregor and London gold medalist Liesl Tesch claimed victory in the SKUD event while Matthew Bugg won silver and Michael Leydon won bronze in the 2.4mR.

The Sonar crew of Colin Harrison, John Harris, Russell Boaden travelled to Hyeres in France for the final round of the ISAF Sailing World Cup in April 2014, where they won a bronze medal.

Matthew Bugg travelled to Poole, England for the 2.4mR World Championships in September 2013. Unfortunately Bugg had to withdraw from the competition due to illness.

Domestically, Bugg won the Australian Championships for the International 2.4mR held at Royal Brighton Yacht Club in Victoria, winning all eight races. The SKUD18 National Championships held at the Royal Prince Alfred Yacht in Sydney, where the gold medal winning crew from the London Paralympic Games, Liesl Tesch and Daniel Fitzgibbon, combined again to take out the national title with six wins from six starts.

At the Yachting Australia annual award ceremony in Sydney in October 2013, the sonar crew of Colin Harrison, Jonathan Harris and Russell Boaden were announced as sailors of the year with a disability.

Shooting

Program managed by: Shooting Australia

International Federation: International Paralympic Committee (IPC)

Head coach: Miroslav Sipek

High Performance Manager: Tim Mahon

APC funding allocation in 2013/14: \$295,000

Benchmark event in 2013/14: 2013 IPC Shooting World Cup – Bangkok, Thailand (12-19 August)

Target: Medals: 1-2. Result: 0

AWE High Performance Rating: 2 – progressing

Report: The benchmark event for the reporting period was the 2013 IPC Shooting World Cup held in Bangkok, Thailand from 12-19 August. The Australia's Winning Edge Benchmark Event target was 1-2 total medals. The team of eight athletes did not secure an individual medal at the event, falling short of their benchmark event target. However, their combined score contributed to a teams result and this produced two silver medals (R4 and Falling Target events) and a bronze (R5 event). A team result is not part of the Paralympic program.

Shooting Australia sent teams to four IPC World Cup events throughout the reporting period. From 2-4 July 2013, the Australia team competed at the IPC Shooting World Cup in Stoke Mandeville, Great Britain. Bradley Mark (SH2 classification) was the best performing Australian, finishing fifth in the R4 10m air rifle standing.

In 2014, the team returned to Stoke Mandeville for another IPC Shooting World Cup from 26-28 March. Jason Maroney (SH2 classification) won gold in the R4 10m air rifle standing event, with Bradley Mark finishing fourth in the same event. At the next IPC Shooting World Cup in Szczecin, Poland, from 8-11 May, the team collected three minor medals. Bradley Mark won individual silver (R4 10m air rifle standing) and a bronze (R5 10m air rifle prone) and contributed to the team winning a silver medal in the R4 event. At the last World Cup in the reporting period from 3-7 June in Fort Benning, USA, the Australian team had its best performance. Jason Maroney and Bradley Mark won gold and bronze respectively in the R4 10m air rifle standing and backed it up with a further bronze and a silver medal in the R5 10m air rifle prone. In addition, Christopher Pitt (SH1 classification) won a silver medal in the P3 25m pistol standard.

Domestically, the Pistol Australia Championships (13-20 April 2014) were held at Cessnock Pistol Club in NSW and the Target Rifle Australia Championships (14-22 April) were held at Wingfield Target Rifle Range in SA. Christopher Pitt won all three of his events at the Pistol Championships (P1, P3 and P4). At the Target Rifle Championships, winners included 11-time Paralympian Libby Kosmala in the R2, Jason Maroney in the R4 and R5, Darren Nicholson in the R6, and Ashley Adams in the R1, R3 and R7 events.

At the Shooting Australia annual awards ceremony held in March in Sydney, Natalie Smith was awarded shooter with a disability of the Year for the second consecutive year.

Swimming

Program managed by: Swimming Australia

International Federation: International Paralympic Committee (IPC)

Paralympic Program Manager: Adam Pine

High Performance Manager: Michael Scott

APC funding allocation in 2013/14: \$1,910,000

Benchmark event in 2013/14: 2013 IPC Swimming World Championships – Montreal, Canada (12-18 August)

Target: Medals: 20-30. Result: 27

AWE High Performance Rating: 3 – on track

Report: The 2013 IPC Swimming World Championships took place in Montreal, Canada from 12-18 August. Swimming Australia sent a team of 18 swimmers, who won 11 gold, 4 silver and 12 bronze medals. This placed them in equal fifth place on gold and total medals. Matthew Cowdrey collected the most medals for Australia in the pool, winning five gold and a bronze in the S9 classification. This was the Australia's Winning Edge Benchmark Event for the reporting period and the target of 20 to 30 total medals with achieved.

Five athletes attended the Speedo CanAm Championships held in Edmonton, Canada, from 13-15 December 2013. The team of emerging athletes achieved 18 gold, 6 silver and 4 bronze medals for the event. Jesse Aungles (S8, SB7, SM8) and Mitchell Kilduff (S14) led the way, with each winning five gold medals.

The swimming program travelled to the host nation of the 2016 Paralympic Games to compete in the Il Caixa Loterias Swimming Open Championships in Sao Paulo, Brazil from 24-26 April 2014. The team of 10 athletes performed strongly winning 37 gold, 10 silver and 3 bronze medals.

On the domestic front, the 2014 Australian Swimming Championships were staged at the Chandler Aquatic Centre in Brisbane from 1-6 April. The Championships doubled as the selection event for the Glasgow 2014 Commonwealth Games, where six events for Para-swimmers are to be included on the integrated program. The 12 Para-swimmers selected after the Australian Swimming Championships were Katherine Downie, Maddison Elliott, Jacqueline Freney, Madeleine Scott, Joshua Alford, Jesse Aungles, Blake Cochrane, Matthew Cowdrey, Rowan Crothers, Daniel Fox, Brenden Hall, Mitchell Kilduff.

Swimming Australia applied for and was granted sanctioning by the IPC for 25 competitions during 2013/14.

At the Swimming Australia annual award ceremony in February 2014, Matthew Cowdrey was announced as the multi-class swimmer of the year, while his coach Peter Bishop was awarded the multi-class coach of the year.

Maddison Elliott

Table Tennis

Program managed by: Table Tennis Australia

International Federation: International Table Tennis Federation (ITTF)

Head coach: Alois Rosario

High Performance Manager: Sue Stevenson

APC funding allocation in 2013/14: \$290,000

Benchmark event in 2013/14: 2013 ITTF Para Oceania Regional Championships – Canberra, Australia (11-15 November)

Target: Medals: 17. Result: 23

AWE High Performance Rating: 3 – on track

Report: The 2013 ITTF Para Oceania Regional Championships took place in Canberra from 11-15 November. Following a decision by the ITTF in 2012, this was the first time Oceania had not been grouped with Asia for a Para-table tennis regional competition. There were 23 Australian athletes who competed in the event, and they finished with nine gold, nine silver and five bronze medals to top the medal tally. The Australia's Winning Edge Benchmark Event target was 20 to 25 total medals and this was achieved.

Australian athletes attended four international competitions over the course of 2013/14: the 2013 Korea Para Table-Table Open Icheon (one bronze medal), the 2013 Thailand Open (one silver, one bronze), the 2014 Hungarian Open (two bronze medals) and the 2014 Lignano Masters Open (one silver, one bronze medal).

On the domestic front, the 2014 Australian Para-Table Tennis Championships were held from 12-16 April on the Gold Coast. Winners in the open events included Mark Harris in men's wheelchair, Sam Von Einem in men's standing and Andrea McDonnell in women's standing.

London Paralympian Melissa Tapper (class 10) gained selection as part of the Australian able-bodied team for the Glasgow 2014 Commonwealth Games. Competing at the Australian Commonwealth Games Qualification Tournament from 21-23 February on the Gold Coast, Tapper successfully won her way through the competition to claim a position for the Women's Teams event and Mixed Doubles.

At the Table Tennis Australia annual award ceremony in April 2014, Sam Von Einem was announced as Para-athlete of the Year.



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Shelley Chaplin



Dylan Alcott

Triathlon

Program managed by: Triathlon Australia

International Federation: International Triathlon Union (ITU)

Paralympic Program Manager: Kathryn Periac

High Performance Manager: Bernard Savage

APC funding allocation in 2013/14: \$225,000

Benchmark event in 2013/14: 2013 ITU Para Triathlon World Championships – London, Great Britain (29 August-1 September)

Target: Medals: 0-2. Result: 1

AWE High Performance Rating: 3 – on track

Report: The 2013 ITU Para-triathlon World Championships took place in London, Great Britain from 29 August to 1 September. Australia was represented by 13 athletes and three guides. Bill Chaffey won a gold medal in the men's Tri1 event and was the only Australian to medal. The Australia's Winning Edge Benchmark target of 1 to 2 total medals was achieved.

On 16 February 2014, the first of the ITU Para-triathlon World events was held in Elwood, Melbourne. 17 athletes competed in the event, the first Para-triathlon event to be hosted in Australia since the 2009 ITU World Grand Prix Final which also incorporated the Para-triathlon World Championships.

There were four other ITU Para-triathlon World events held between May and June 2014, with Australia represented in three of them. Across the remaining events Australia won three gold, one silver and one bronze. Athletes used these World events to gain ranking points to compete at World Championships which will take place in Edmonton, Canada in August 2014.

The 2014 Australian and Oceania Championships were held at the Sydney International Regatta Centre in Penrith, on 12 January. A record 30 athletes competed at the event.

Wheelchair Basketball

Program managed by: Basketball Australia

International Federation: International Wheelchair Basketball Federation (IWBF)

Head coach: Tom Kyle (women – Gliders) and Ben Ettridge (men – Rollers)

APC funding allocation in 2013/14: \$1,075,000

High Performance Manager: Chuck Harmison

Benchmark event in 2013/14: 2013 IWBF Wheelchair Basketball Asia Oceania Zone Championships – Bangkok, Thailand (20-30 November)

Target: Medals: 2. Result: 2

2014 IWBF Women's Wheelchair Basketball World Championships – Toronto, Canada (19-29 June)

Target: Medals: 1. Result: 0

AWE High Performance Rating: 3 – on track

Report: The 2013 IWBF Wheelchair Basketball Asia Oceania Championships took place in Bangkok, Thailand from 20-30 November 2013. Both the Australian Rollers men's team and the Australian Gliders women's team claimed the gold medal. The Australia's Winning Edge Benchmark target was achieved.

At the 2014 IWBF Women's Wheelchair Basketball World Championships in Toronto, Canada, from 19-29 June, the Gliders finished in sixth place. After three wins and two losses in the pool rounds, the Gliders went down to host nation Canada in the quarterfinals, followed by a win against China in a classification match before losing in the 5th place playoff to Great Britain. The Australian Winning Edge Benchmark target of 1 medal was not achieved.

In February 2014, the Gliders headed to Japan for a three-match tournament against the Japanese side, where they won all three matches. This was followed by a trip to North America in March for a tri-nations series against Canada and the Netherlands held in Toronto. The Gliders achieved two wins and two losses. The team then travelled south to Alabama, USA, where they played Japan and USA in the Lakeshore Foundations Cup, a six-match series, where the Gliders won three games and lost three. The losses in North America ended a winning streak of 17 games for the Gliders since the London 2012 Paralympic Games.

The Rollers travelled to Europe in April 2014, first to the Netherlands for a four-match series against the Dutch. The Rollers won all four games. The Rollers then competed in the Easter Weekend Wheelchair Basketball Tournament in Belgium. The round robin series against Canada, Italy, Netherlands and Great Britain saw the Rollers finish runners up behind Great Britain.

In September 2013, the Australian U23 National Men's Wheelchair Basketball team, nicknamed the 'Spinners', travelled to Adana, Turkey for the U23 IWBF Men's Wheelchair Basketball World Championships. The team won the bronze medal after defeating Great Britain in the third-place play-off.

At Basketball Australia's annual awards night, Amber Merritt and Tom O'Neill-Thorne were named the female and male wheelchair basketball players of the year respectively.

Wheelchair Tennis

Program managed by: Tennis Australia

International Federation: International Tennis Federation (ITF)

Head coach: Greg Crump and Joe Kubizniak

High Performance Manager: Mark Edney

APC funding allocation in 2013/14: \$261,252

Benchmark event in 2013/14: Top 8 Finish in a Grand Slam (singles or doubles); Top 8 Finish in the World Team Cup (men or women)

Target: Medals: 0. Result: 1

Target: Top 8: 2. Result: To be confirmed by 31 December 2014

AWE High Performance Rating: 3 – on track

Report: The benchmark result in 2013 for wheelchair tennis in 2013 was a top eight finish in a grand slam or a top eight finish in the World Team Cup. The performance that achieved the benchmark event target was recorded in the previous financial year (Adam Kellerman was runner-up in the Australia Open Doubles Final).

The 2014 benchmark result target is based on world rankings for the calendar year. At the end of the reporting period, six Australian athletes featured in the top 50 world rankings: Dylan Alcott in the quad class (4th singles and 6th doubles), in the men's open class Adam Kellerman (12th singles and 19th doubles), Ben Weekes (21st singles and 16th doubles) and Keegan Oh-Chee (34th singles and 45th doubles) and in the women's open class Sarah Calati (36th singles and 68th doubles) and Janel Manns (47th singles and 41st doubles).

The 2014 Australian summer of tennis commenced with the Queensland Wheelchair Tennis Open (ITF2) from 1-4 January. This was followed by the Sydney International Wheelchair Tennis Open (ITF Super Series) from 10-14 January and Melbourne Open (ITF2) from 16-19 January. Newly classified quad athlete Dylan Alcott, a gold medallist in wheelchair basketball at the 2008 Beijing Games, quickly demonstrated his potential finishing runner-up in the doubles at the Queensland Open, claiming the singles title at the Sydney International and claiming the doubles title at the Melbourne Open.

The 2014 World Team Cup took place in Alphen, Netherlands from 26 May to 1 June. Tennis Australia sent a team of three male athletes, which finished in ninth position. The Australian Winning Edge Benchmark Event target of a top six position was not achieved.

At the Tennis Australia annual award ceremony in December 2013, Ben Weekes was announced as most outstanding athlete with a disability for the year.



TEAMS AND EVENTS

The APC's Teams and Events division oversees operations which support Australian Teams at the summer and winter Paralympics Games, as well as the strategy, planning and delivery of non-Games events that provide performance outcomes.

During the 2013/14 reporting period, the Teams and Events division worked on three major events including the IPC Alpine Skiing World Cup, the Be the Influence Wheelchair Rugby Tri-Nations and the Sochi 2014 Paralympic Winter Games. The other key element of work undertaken in 2013/14 was the ongoing preparation for the Rio 2016 Paralympic Summer Games.

IPC Alpine Skiing World Cup

The 2013 IPC Alpine Skiing World Cup was held at Thredbo from 2-6 September 2013. In February 2013, the APC submitted an application to the IPC to host the event in order to provide Australia's winter sport athletes with an opportunity to compete against elite international opposition in the lead-up to the Sochi 2014 Paralympic Winter Games. The event was scheduled to coincide with the New Zealand Winter Games and IPC World Cup event held at Coronet Peak in August 2013.

43 elite athletes representing eight nations competed:

Nation	Athletes	Guides	Staff
Australia	9	2	8
Great Britain	5	0	2
Italy	1	1	1
New Zealand	1	0	1
Slovakia	8	6	6
South Africa	1	0	1
Spain	4	2	3
United States of America	14	3	8
Totals	43	14	30

In addition to the substantial financial contribution made by the APC to host the event, the three major contributors were:

- NSW Sport and Recreation, which provided an International Sporting Events Program grant of \$15,000 to the APC to support the event.
- Toyota, which provided four branded 4WD vehicles to use throughout the event.
- Kosciuszko Thredbo, which provided discounted accommodation rates, access to the Keller Bar (as a race office/athlete lounge) and provided new wheelchair access ramps for the athlete lounge.

Be the Influence Wheelchair Rugby Tri-Nations

The Be the Influence Wheelchair Rugby Tri-Nations was held in Sydney from 18-20 September 2013 and was contested by Australia, the United States of America and New Zealand.

The APC's objectives for hosting the event were to highlight the sporting potential of people with a disability to a new audience, and provide Australian wheelchair rugby athletes with elite competition experience on home soil.

After approaching City of Sydney with the event concept, Cathedral Square was approved as an outdoor venue, becoming the first to ever host a major international wheelchair rugby tournament in Australia. This location offered a flat space directly above Cook and Phillip Park Aquatic Centre with an indoor warm up and practice court, and change room facilities. High car and foot-traffic visibility and the ability to display prominent perimeter signage on Sydney's busy College Street also helped secure strong attendance.

Ticketmaster was contracted as the ticket provider and managed the process of sales and ticket distribution, advertised the event on its website and ran a targeted campaign directed at its database to promote the event and to give the APC access to a new audience. Ticketmaster also provided two staff members throughout the tournament to facilitate venue sales and to train volunteers in scanning tickets.

Tickets were sold for \$15 per game or \$30 for a day pass, allowing people to attend three games. This resulted in:

- 2,900 spectators attending across the three days of competition.
- \$29,000 of net income received from ticket sales.
- \$2,000 from donations at point of sale, via Ticketmaster's website.



iSentia reported that media coverage of the event reached a total of 6,095,002 people and had an advertising value equivalent of \$957,531.

Advertising on the Austereo network, at no cost to the APC, resulted in:

- 2Day FM – 10 x 30 second spots during business hours, worth \$9,480.
- Triple M Sydney – 10 x 30 second spots during business hours, worth \$5,250.

The total value of the campaign, including radio ad production, and DoubleClick ad serving, was \$29,730.

Online search engine advertising generated:

- Komli network – 500,000 display impressions, worth \$6,482.
- Yahoo network – 200,000 display, worth \$2,634.

A two-part television series was post-produced by Fox Sports Australia and aired as below:

Program	TV station	Date	Time	Content
Tri Nations Wheelchair Rugby	Fox Sports 2	28/09/2013	14:30 - 15:29	Episode 1
Tri Nations Wheelchair Rugby	Fox Sports 2	29/09/2013	15:30 - 16:59	Episode 2
Tri Nations Wheelchair Rugby	Fox Sports 2	1/10/2013	24:30 - 25:29	Episode 1
Tri Nations Wheelchair Rugby	Fox Sports 2	3/10/2013	25:00 - 2:29	Episode 2

The total fundraising income raised from the event was \$4,419.

Sochi 2014 Paralympic Winter Games

Australia competed at the Sochi 2014 Paralympic Winter Games and contested the Para-skiing and Para-snowboard events. The Australian Team won two bronze medals to achieve its target, in addition to nine other top 10 performances.

The APC sent a Team of nine athletes and two guides to the Games, with 18 staff to support them.

The APC Teams and Events division oversaw several key elements of the Australian Team's Sochi campaign including travel, outfitting, freight, logistics, accreditation and tickets for families and supporters.

Among the Australian athletes were three Para-snowboarders, who competed in the first ever Paralympic snowboard events. The Para-snowboard team included the youngest competitor at the Games from any nation, 14-year-old Ben Tudhope.

Cameron Rahles-Rahbula carried the flag for Australia in the Opening Ceremony at a full Paralympic stadium in Sochi.

Jessica Gallagher backed up her medal win from the Vancouver 2010 Games by winning bronze in the women's vision impaired giant slalom. Toby Kane went on to claim Australia's second medal, a bronze in the men's standing super combined. Toby also won the prestigious IPC Whang Youn Dai Achievement Award for exemplifying the Paralympic Spirit, which was the first time an Australian had won the award. The award was presented to Toby during the Closing Ceremony, watched by a global viewing audience of millions.

While Australia failed to win a medal in Para-snowboard, there were some great performances, particularly from Ben Tudhope. Tudhope became a crowd favourite and was given the honour of carrying the Australian flag at the closing ceremony.

Overall, Australia finished 19th on the medal tally.

Rio 2016 Paralympic Summer Games Preparations

The Teams and Events division continued preparations for the Rio 2016 Paralympic Summer Games during 2013/14. The year's major planning session took place in April 2014 at the APC National Office in Sydney and brought together members from all functional areas of the 2016 Paralympic Team for the first time. In May 2014, Jason Hellwig was announced as Chef de Mission of the 2016 Australian Paralympic Team.

The APC anticipates that a contingent of approximately 300 athletes, officials, coaches and staff will travel to Rio in 2016 as a part of the Australian Paralympic Team. This has the potential to change based on qualifying results which will occur between June 2014 and June 2016.



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COMMERCIAL

The APC's Commercial division is responsible for marketing activity, fundraising, sponsorship acquisition and sponsor servicing. Changes to the division were made during the reporting period, with education and events moving under the portfolios of other APC divisions.

Key achievements during the 2013/14 reporting period included the development of the APC's regular giving program, the launch of the Believe campaign and positive sponsor activation around the Sochi 2014 Winter Paralympic Games. The Commercial and Communication divisions also worked closely on the packaging, marketing and sale of the Rio 2016 Paralympic Games media rights across all platforms including TV, radio and online.

Fundraising growth was particularly positive during the reporting period. The APC's first success in the trust and foundations stream was achieved through a grant provided by the Coca Cola Australia Foundation. All funds received were directed to the successful implementation of the 'Get Involved' program, delivered by national federation partners to provide positive sporting experiences to young Australians with a disability. Work was also undertaken on the development of the major gift program, which is set to launch in the second half of 2014 and will represent an important new source of revenue. Regular giving rapidly grew into a primary driver of the APC fundraising business with 4,303 donors acquired during the period.



Homepage of the APC's believe website: <http://believe.paralympic.org.au>

The Believe campaign was launched in January 2014, with public relations support from the APC's Communications team and PR agency Hill & Knowlton, which provided its assistance pro-bono. The launch of the digital campaign reached new types of donors, not typically reached by the APC's traditional fundraising appeals. The campaign also received great support from sponsors including

Allianz, Toyota and Qantas. Qantas leveraged the campaign by distributing posters in airports and in doing so, helped to raise in excess of \$50,000.

The sponsorship marketplace continued to be challenging during the reporting period. The APC's sponsorship staff reached new and improved agreements with Qantas, Allianz and 2XU. In January 2014, the APC engaged P4 Group, a sponsorship procurement agency with specific expertise in the sport and not-for-profit sectors. P4 Group will continue to assist the APC in its ongoing work to acquire new sponsors until the Rio 2016 Paralympic Games.

Sponsorship

The APC's sponsorship revenue for the 2013/14 reporting period was \$1,634,469, which was an increase of less than one per cent from the previous year.

In what was a challenging corporate environment following the London 2012 Games, the APC took the opportunity to review and redevelop its existing sponsorship structure and sponsorship proposition. Improvements made to the APC's sponsorship operations, as a result of the review, during 2013/14 included:

- Repositioning the sponsorship model from a sport-based model that delivers brand outcomes, to a values-based partnerships model. This allows for brand integration via employee and community engagement activities such as cause-related marketing, social media content and employee-led fundraising;
- Refining the APC's sponsorship marketing plan to create year-round leverage opportunities for corporate sponsors and charity partners. This includes sports program funding opportunities, use of APC's multimedia platforms, and athlete fundraising appeals;
- Appointing a sponsorship strategy and procurement agency to increase capacity to drive the sponsorship sales program.

Telstra – Major Partner

Telstra has been a major partner of the APC for 16 years.

During the Sochi 2014 Paralympic Games, Telstra worked with the APC to create athlete video blogs which were broadcast on Telstra's social media platforms and websites and sent to Telstra staff across Australia. Telstra received positive feedback about the content, a testament to the APC's athletes and the value that the APC can bring to its corporate supporters.



Australian medallists at the 2013 IPC Alpine Skiing World Cup in Thredbo

Telstra's sponsorship agreement was set to expire in December 2012 and during the reporting period, was extended until 31 July 2014. The APC and Telstra are currently working to negotiate a new agreement to continue in the lead-up to the Rio 2016 Paralympic Games.

WorkCover NSW – Official Sponsor

Since 2001, the WorkCover NSW Paralympic Speakers Program has educated employers, workers, students and the general public about the importance of workplace safety and the physical, emotional, social and financial costs of workplace injuries.

Paralympic athlete speakers delivered 175 talks to WorkCover NSW clients during 2013/14, bringing the total number of talks delivered since the program's inception to more than 1,700.

During the reporting period, Para-snowboarder Joany Badenhorst was introduced to the WorkCover NSW Paralympic Speaker's Program. She joined eight other current and former Paralympic athletes involved in the program; Shannon Dallas (Para-skiing), Ben Houlison (Para-rowing), John Marshall (Para-archery), Kahi Puru (Para-powerlifting), Nigel Smith (Para-volleyball),

Liesl Tesch (Para-sailing), Brett Stibners (wheelchair basketball) and Scott Reardon (Para-athletics).

Qantas – Official Sponsor

Qantas is the official airline for the Australian Paralympic Committee for domestic and international flights in the lead-up to Rio 2016.

Since London, Qantas and the APC senior executive and management teams have collaborated on projects outside of the sponsorship in the fields of human resources, logistics and procurement. The Qantas team accepted the challenge to work with the APC to create better procedures for the handling of wheelchairs from checkout to baggage claim, to ensure that the equipment of teams is not damaged in transit. Collaborations beyond the sponsorship deliver some of the non-revenue benefits that the APC aspires to achieve with all partners.

Toyota – Official Sponsor

As a major sponsor since 2003, Toyota has been a driving force behind the Australian Paralympic Committee across three summer and three winter Paralympic Games.

Toyota provided the APC with vehicles for five events during the reporting period to assist with athlete transport. This included the Be the Influence Wheelchair Rugby Tri-Nations, IPC Alpine Skiing World Cup, Asia Oceania Boccia Regional Championships and for the Winter Paralympic Preparation Program's 2014 domestic season. The use of these vehicles provided a significant saving to the APC which was able to be directed back into programs to prepare athletes for Paralympic competition. While the Toyota partnership is due to expire in July 2015, the APC will seek to extend it through to Rio and beyond to the 2020 Games in Tokyo, the global home of the Toyota Corporation.

Allianz – Official Sponsor

On 1 January 2013, Allianz Australia was welcomed as an official sponsor of the APC. During the reporting period, Allianz Australia supported the Be the Influence Wheelchair Rugby Tri-Nations and utilised Paralympic athletes around the country as motivational speakers for its High Achievers staff recognition program. Athletes who visited Allianz offices in 2013/14 included Heath Francis (Para-athletics) and Clare Nott (wheelchair basketball).

In May 2014, five-time Paralympic gold medal winning sprinter Evan O'Hanlon travelled with an Allianz Australia employee team to compete at the Allianz Global Sports Festival in Zurich, Switzerland. Evan's performance on and off the track was commended by Allianz.

As Allianz is a committed sponsor and supporter of Paralympic sport, the APC will look to extend the relationship and partnership beyond the current term to encompass Rio 2016 and subsequent Paralympic Games.

Be the Influence – Tackling Binge Drinking – Official Sponsor

The APC was given the opportunity to join 15 different Australian sporting bodies to be a part of the Be the Influence – Tackling Binge Drinking initiative throughout the reporting period. Sponsorship funding was provided by the Australian Government as an alternative to alcohol sponsorship.

Australia's most successful Paralympian Matt Cowdrey was joined by wheelchair athletes Shelley Cronau, Cameron Carr and Ryan Scott as campaign ambassadors. Shelley, Cameron and Ryan sustained their spinal injuries as a result of alcohol-related incidents and personally understand the potentially traumatic consequences of excessive alcohol consumption. The sponsorship also provided support for the inaugural Be the Influence Wheelchair Rugby Tri-Nations in September 2013.

The partnership was ideal for both organisations as the APC has inspirational athletes who are well equipped to spread the "strong enough to say no" message to

young Australians who often deal with peer pressure around drinking.

Due to a redirection of Australian Government funding, this partnership was not renewed for 2014/15.

iSentia – Official Sponsor

iSentia has provided support to the APC since Athens 2004 and the agreement between the two organisations was extended again in 2013/14 until the end of 2016.

Apart from the day-to-day media monitoring service provided to the APC's Communications division, iSentia will also provide a major post-Games analysis of media and social media activity surrounding the Sochi and Rio Paralympic Games for the APC's reporting purposes. The findings of the Sochi Games analysis will be released early in 2014/15.

iSentia is Asia Pacific's leading media intelligence company which helps deliver all relevant media and social media monitoring, the tools to connect organisations to media, and data analysis to report and measure communication effectiveness.

2XU – Official Sponsor

2XU continued to support the APC in 2013/14 by providing high performance wear to the Australian Paralympic Team at the Sochi 2014 Paralympic Games.

The partnership was extended on 1 March 2013 until 31 December 2016 and will see 2XU supply Australia's Paralympic Team with all casual, technical and compression garments at the Rio Paralympic Games.

2XU will also help to raise funds through a retail cause-related marketing activity prior to the Rio Games.

Swisse Vitamins – Official Sponsor

Swisse Vitamins continued its support of the APC in 2013/14 through its sponsorship of the Australian Paralympic Team. Swisse Vitamins leveraged the sponsorship of the 2014 Australian Paralympic Winter Team and helped to build awareness of Paralympic sport through a broadcast and online advertising campaign which featured athletes Mitch Gourley, Melissa Perrine, Toby Kane and Victoria Pendergast.

Due to a change in strategy by Swisse, the partnership was not extended beyond June 2014. The APC will look to re-engage with the brand ahead of the Rio 2016 Paralympic Games.

Thanks to our Sponsor Family

Valuable support and services have been provided to the APC by sponsors and supporters in 2013/14. The APC sincerely thanks all of the organisations for their contributions; Telstra, Qantas, Toyota, WorkCover NSW, Allianz, 2XU, iSentia, Swisse Vitamins, Ernst & Young and Clayton Utz.

Fundraising

The reporting period was the second year of the APC's five-year Commercial strategy which aims to diversify fundraising income streams. To build on the achievements of the previous year, the three key objectives of the APC's Fundraising staff in 2013/14 were to enhance the regular giving income stream, begin work within the high value giving area and improve the direct response stream.

The APC's five key fundraising income streams are:



Community Fundraising

The community fundraising income stream includes regular giving, a huge focus for the APC's Fundraising staff in 2013/14. The reporting period was the first 12-month period in which the APC was proactively acquiring new donors through face-to-face fundraising.

During the year, the APC Fundraising team recruited 4,303 new regular givers to take the total number of donors to 5,661. In that time the regular giving income stream raised \$594,200.

General donations continued to hold steady in comparison to 2012/13 to gross \$55,639. Community events held to raise funds for the APC performed in line with forecasts, contributing \$27,255.

Corporate Fundraising

Corporate fundraising income totalled \$83,702 for the reporting period. The focus for the APC was to leverage existing partners and sponsors to achieve added value from those relationships.

Sydney-based recruitment agency 360HR, which works with the APC as a partner on the Paralympic Workplace Diversity Program, continued to be a great supporter. On 23 October 2013, 360HR hosted its eighth 360HR Bowls Day at the Paddington Bowling Club in Sydney. The income generated from the silent and traditional

auctions held at the event contributed \$30,734 to the corporate fundraising stream.

The APC ran four Paralympic Corporate Challenge days during the year. These challenge days offer business employees the opportunity to participate in Para-sports, learn about Paralympic values and raise money for the APC. The four companies which took part were PHD Australia, Appco, Ethos Corporation and Morgan, with a combined total of \$22,929 raised. Other corporate donors in 2013/14 included TAL, BP Australia and AstraZeneca. The APC would like to thank all of these organisations for their greatly valued support.

Direct Response

The direct response income included funds raised from four key campaigns; the APC's two direct mail appeals (Christmas and Tax appeals), the APC quarterly newsletter and the Believe campaign, which launched during the reporting period.

The Christmas appeal profiled Australia's first female sit-skiing Paralympian Victoria Pendergast as she prepared for Sochi 2014. The campaign generated \$29,550, which was in line with expectations. The Tax Appeal, featuring boccia athlete and Rio 2016 hopeful Daniel Michel, raised \$41,242.

In January 2014, the APC launched the Believe campaign which directly asked the general public to believe in Australia's Paralympians by donating to the APC. The aim of the campaign was to highlight the APC's not-for-profit status and reliance on donations to be able to prepare and deliver Australian Teams to the Paralympic Games.

The APC's Communications team worked closely with external agencies and as a result, the launch generated significant media coverage. The APC trended on Facebook and Twitter for the first time outside of a Games period and the campaign also featured on programs broadcast nationally including Channel 10's The Project and Channel 9's The Today Show.

The APC will continue to use the campaign's specifically built micro-website (<http://believe.paralympic.org.au>) leading up to Rio. During 2013/14, the Believe campaign exceeded the APC's initial target and raised \$80,530. The campaign would not have been possible without three key agencies; MercerBell, Hill & Knowlton and PHD Australia.



Melissa Perrine and guide Andrew Bor

High Value Giving

The high value giving stream incorporates philanthropy, bequests and trust and foundations. The APC received its first two grants through its work with trusts and foundations during the reporting period; \$75,000 from the Coca-Cola Australia Foundation and \$10,000 from the Collier Charitable Fund. The grants have provided positive and valuable support to our community engagement programs which work to introduce more people with a disability to Para-sport.

The APC engaged with external agency Xponential for the philanthropy program. The program aims to solicit gifts in excess of \$10,000 from high net worth individuals. During the year, \$50,001 was raised through the program, and much of the foundation work has been laid for future success in the area.

Trade Promotions

The trade promotions stream continued to be the largest revenue raiser for the APC. During the reporting period, the APC engaged with Appco Sports to execute two National Pin & Win promotions, one which was completed and one which was still underway as at 30 June 2014. Trade promotions raised \$3.9 million for the APC during the financial year.

Thank you

The APC would like to thank all those who have donated to the organisation during the reporting period. Special thanks is extended to the following individuals, companies and foundations whose contributions have enabled the APC to continue its work: 360HR, Alexander G Ebert, Amanda Armstrong, A M Jones, Ann Waterford, AstraZeneca, Australian Sports Medicine Federation Queensland, BP Australia, Brian M Davis Charitable Foundation, City of Salisbury, Coca-Cola Australia Foundation, Colin Roden, Collier Charitable Fund, Dalton Consulting Engineers, Donald Faithfull, Elaine McKinnon, Ethos Corporation, For You & Me Incorporated ACT & NSW, Graham McConnochie, Jetmaster (VIC), Jo E Phillips, John and Yvonne Almgren, Kennedy and Co Foundation, Mercerbell, Multi Channel Network (MCN), oOh! Media, PHD Australia, Phillip Walker, PricewaterhouseCoopers Foundation, Prize Promotions, Robert Evans, Robyn Swanson, Rosnay Darts Club, Seven Network, Steven Mason, TAL Life Insurance, Tanya Burgess, The Perini Family Foundation, T H Rose & Sons, Tony Jones, Werribee Supporters Group.

COMMUNICATIONS

The main focus for the APC's Communications division in 2013/14 was the Sochi 2014 Paralympic Winter Games. However, other sporting events and the launch of new projects ensured that the reporting period was very significant for this part of the organisation.

As always, the objective was to continue to grow greater awareness of the APC, its athletes, Paralympic sport and the Paralympic movement within the media and the Australian community.

As part of the APC's 2013/14 communications strategy, the key projects executed included:

- Implementation of the APC's communications operating plan for the Sochi 2014 Paralympic Winter Games. This covered the following areas:
 - APC key messages
 - Photography
 - Media team recruitment
 - Publications
 - Social media
 - External media
 - Website
 - TV rightsholders
 - Multimedia
 - Post-Games reporting
- Development of media, public relations, social media and multimedia campaigns for four international Para-sports events in Australia from August to November 2013, all of which were staged by the APC, or in partnership with APC members;
- Media outreach and management for key APC announcements. This included the launch of the 2014 Australian Paralympic Winter Team, the naming of the Australian Chefs de Mission for the 2014 and 2016 Paralympic Games, APC Board elections and a new partnership with the Australian National Preventive Health Agency which tackled youth binge drinking;
- Commencement of the Australian media rights sale for the Rio 2016 Paralympic Games. This work was undertaken in conjunction with the APC Commercial division;
- Public relations launches for new projects including the Believe campaign, and commencement of public relations activities for new programs to be launched in 2014/15 including the Workplace Safety Alliance and the Get Involved events, to be staged in conjunction with the Coca-Cola Australia Foundation;
- The delivery of APC key messages to all members of the Australian Paralympic Winter Team who competed in Sochi 2014;
- Media awareness training for members of the wheelchair rugby Paralympic Preparation Program managed by the APC, as well as support provided to other PPP athletes when required;
- Expansion of the APC's presence on social media websites continued on Facebook

(www.facebook.com.au/AUSParalymphics), Twitter (www.twitter.com/AUSParalymphics) and YouTube (www.youtube.com/AUSParalymphics). In December 2013, the APC launched an Instagram account (www.instagram.com/AUSParalymphics);

- The publication of two Australian Paralympian newsletters distributed to past and current Australian Paralympic athletes, APC partners, sponsors, member organisations, donors, supporters, stakeholders and subscribers;
- The production of the APC media guide for the Sochi 2014 Paralympic Games, the 2014 Australian Paralympic Winter Team handbook, and two editions of Sochi.ru Ready – the APC's bulletin for the members of the Australian Paralympic Winter Team;
- Maintenance of more than 300 athlete profiles for members of the Australian Summer and Winter Paralympic Preparation Programs;
- Growth of the APC's photography and vision archive. During the reporting period, the Communications division developed an extensive repository of Para-snowboard vision and imagery.

Media

Media coverage of the Vancouver 2010 Games increased 246 per cent from the Torino Games in 2006. As such, a key goal of the APC Communications division during 2013/14 was to help ensure that Sochi 2014 set a new benchmark for media coverage of Paralympic winter sport in Australia.

In addition to the Sochi Games in March, the first half of the reporting period included four major international Para-sports events in Australia which also attracted media interest. The division aimed to maximise coverage for all events and to build relationships with as many new and existing media contacts as possible.

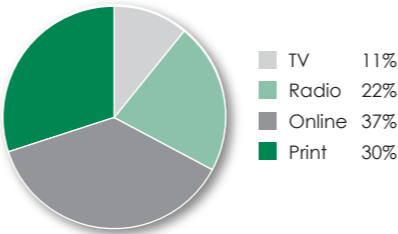
During the 2013/14 reporting period, the APC issued 151 media releases and alerts to metropolitan, suburban and regional media nationwide and published 242 news stories on the APC website, 120 more than in the previous year.

The APC tracks Australian media coverage of Paralympic sport with the assistance of iSentia. From 1 July 2013 to 30 June 2014, Paralympic sport and the APC received 6,288 mentions in the print news media, 2,198 mentions on television, 4,694 on radio and 7,657 mentions on monitored online news websites. This was a 73 per cent increase on the previous financial year and a 113 per cent increase on the previous Paralympic Winter Games (2009/10).

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
2012/13*	5,643	3,559	1,269	1,565	12,036
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

* Reporting period was 1 July to 30 September (source: iSentia)
** Reporting period was 1 October 2012 to 30 June 2013.
*** Reporting period was 1 January to 30 April 2014.



Apart from the Sochi Games, stories that garnered the most interest from major media outlets across Australia were the Be the Influence Wheelchair Rugby Tri-Nations in Sydney, the IPC Alpine Skiing World Cup in Thredbo, the announcement of the Australian Chefs de Mission for the 2014 and 2016 Paralympic Games, the announcement of Paralympic swimmer Jacqueline Freney as Young Australian of the Year, the opening of the APC's new Victorian base at Essendon Football Club's new High Performance Facility, the awarding of Order of Australia Medals to London 2012 Paralympic gold medallists and the trial of South African Paralympian Oscar Pistorius.

Paralympic sport was also widely reported in suburban and regional media in every state and territory. Regional media continued to provide extensive ongoing coverage and support of Paralympic athletes and emerging talent.

Media – Sochi 2014 Paralympic Games

The media operations for Sochi 2014 were the most comprehensive ever implemented by the APC's Communications division.

The results, as measured by iSentia, set a new record of Australian media coverage for a Paralympic Winter Games.



Jessica Gallagher, Ben Tudhope and Toby Kane speaking to the media after returning home from Sochi

Once again, the ABC broadcast the Games on ABC1 and ABC i-view. This coverage was complemented by the work of the APC's media team, which produced stories, images, race reports and results, video, social media content and other Games information around the clock. The APC media team also worked alongside the largest Australian external media contingent to travel to a Paralympic Winter Games.

Back in Australia, the APC's media hub coordinated interviews, distributed reports and results, generated additional coverage by targeting stories to regional and rural media and updated the APC website.

During the four month period surrounding the Sochi 2014 Games (1 January to 30 April 2014), Paralympic sport received 3,738 mentions on radio, 1,770 mentions on television programs, 480 in print news media and 6,214 mentions online. This was a 304 per cent increase from the same period surrounding the Vancouver 2010 Paralympic Games and a 1,304 per cent increase from the Torino Games in 2006.

Media Coverage from the Paralympic Winter Games (2006/2010/2014)

Media type	Number of stories			Audience/circulation			Equivalent advertising rates		
	Torino 2006	Vancouver 2010	Sochi 2014	Torino 2006	Vancouver 2010	Sochi 2014	Torino 2006	Vancouver 2010	Sochi 2014
Radio	327	1,764	3,738	7.46m	14.86m	26.38m	\$154,264	\$934,465	\$1,953,979
Television	410	781	1,770	7.84m	35.94m	21.46m	\$521,952	\$922,884	\$2,310,544
Press	134	478	480	19.41m	59.86m	38.44m	\$134,235	\$1,316,699	\$1,889,461
Internet	N/A	228	6,214	N/A	N/A	5.56m	N/A	\$22,800	\$2,310,544
Total	871	3,023	12,202	34.71m	110.66m	91.86m	\$810,451	\$3,196,848	\$20,175,572

*source: iSentia

Broadcast – Sochi 2014 Paralympic Games

The ABC was the Australian broadcast and online rights holder for Sochi 2014.

From 8-17 March, ABC1 broadcast a 30-minute highlights package at 10.30am which was repeated each evening at 6.00pm. In addition, the Opening Ceremony was broadcast live on ABC1 on 8 March 2104 (AEST).

For the first time, ABC also streamed live action and highlights packages from the Sochi Paralympic Games online via the ABC Grandstand website.

Website

Part of the Communications division's role is to manage the content on the APC corporate website www.paralympic.org.au and track its usage via Google Analytics.

From 1 July 2013 to 30 June 2014, the APC corporate website received 157,615 visitors from 176 countries in 210,976 sessions, and delivered 509,480 page views. This was a monthly average of 13,135 visits and 42,457 page views – a 14 per cent increase in visits and a 63 per cent increase in page views from the previous reporting period. This increase was expected due to the Sochi Paralympic Games.



Mitchell Gourley

The most popular pages in descending order were the APC fundraising pages, the APC staff contact list, the athlete profile directory page, the APC news section and the summer sport directory page.

Multimedia

The APC Communications division undertook several projects during the reporting period to bolster its broadcast and multimedia presence.

In September 2013, international wheelchair rugby made its debut on Australian pay television when the Be the Influence Wheelchair Rugby Tri-Nations was broadcast on Fox Sports 2.

The APC worked with production company Mint Pictures to produce two highlights packages of the tournament, a 60-minute episode and a 90-minute episode which were telecast. Episode one introduced the sport, classifications, the teams and covered the qualifying rounds, while episode two focused primarily on the final between the Australian Steelers and Team USA.

The APC also worked with webcasting company Viocorp to provide online streaming of the 2013 BISFed Asia Oceania Boccia Regional Championships in October.

Multimedia coverage of Australian winter Para-sport was also a high priority throughout 2013/14. In partnership with Mint Pictures, the APC Communications division produced broadcast quality audio-visual packages during the 2013 IPC Alpine Skiing World Cup in August. The content shot during the event was widely used by ABC TV and other broadcasters as part of the pre-Games coverage of Sochi 2014.

During the reporting period, the APC's YouTube channel was the major vehicle for the multimedia activities. The Communications division produced audio-visual highlights from major events and clips that ranged from news-focused to light-hearted and fun. Each clip, used to promote the Australian Paralympic movement, was uploaded to the APC website and its social media channels, in addition to being distributed to media and APC sponsors.

Social Media

The APC recognises the power of social media to build awareness and support for Australia's Paralympic athletes and Teams. The APC was able to achieve another consecutive year of growth across all of its social media platforms.

Facebook: www.facebook.com/AusParalympics

The number of fans of the Australian Paralympic Team on Facebook grew from 21,767 to 28,643 during the reporting period, with several individual posts reaching in excess of 30,000 users according to Facebook's data analysis tool. The page received a monthly average of 573 new 'likes', an increase of 488 per month from last year. The most popular post during the Sochi Paralympic Games reached 37,328 news feeds.

Twitter: www.twitter.com/AusParalympics

At the end of the reporting period, the APC's Twitter account reached 9,166 followers, after beginning with 7,900. The addition of 1,266 followers was an increase from the 775 new followers acquired during 2012/13. Followers of the APC on Twitter at the end of the reporting period included Prime Minister Tony Abbott, Federal Opposition Leader Bill Shorten, government agencies, numerous politicians, various National Paralympic and Olympic Committees, International and National Sporting Organisations, businesses from around the world, athletes, media and members of the general public.

YouTube: www.youtube.com/Ausparateam

Videos on the APC's YouTube channel were viewed 53,036 times from 1 July 2013 to 30 June 2014. The APC Communications division produced and uploaded 36 videos during this time, including the updated version of the popular APC 18-part series 'Para-sport explained: a beginner's guide to the Paralympics' which was originally produced prior to London 2012. As part of the project, each video was re-edited to incorporate new information and vision from London 2012, while two new sport videos for winter sport and Para-canoe were produced. The updated series was uploaded to the APC YouTube channel in August 2013.

As at 30 June 2014, the APC YouTube channel had 806 subscribers and its 176 videos had been viewed 573,764 times.

Instagram: www.instagram.com/AusParalympics

In December 2013, the APC launched an account on the photo-sharing platform Instagram.

At the end of the 2013/14 financial year, the APC's 55 posts had achieved 392 followers as well as several hundred 'likes'.

APC Communications snapshot (2013/14)

- 73% increase in media coverage
- 304% increase in Paralympic Games coverage (2010 to 2014)
- 14% increase in website visits to www.paralympic.org.au
- 31% increase in Facebook fans
- 16% increase in Twitter followers



KNOWLEDGE SERVICES

The role of the Knowledge Services division is to support the activities of the APC and in doing so, help to grow and manage its knowledge base. The division also supports the capture of knowledge through post-event and Games reports, targeted research among stakeholders and the broader Australian community, and the distribution of knowledge. A key component is to capture, manage and preserve the history of the Paralympic movement in Australia.

During the reporting period, activities which were undertaken included:

Research and surveys

Catalyst Research surveyed Paralympic Preparation Program athletes about their relationship with the APC, the support they received and plans for their future after their careers in sport. While athletes expressed overall satisfaction with the APC, the report highlighted opportunities for the APC to improve its relationships with athletes.

The APC also surveyed spectators at the Be the Influence Wheelchair Rugby Tri-Nations and found a high level of satisfaction with the event and an interest in supporting future Paralympic events.

History Project

Work continued on the written history of the Paralympic movement in Australia under the APC's agreement with the University of Queensland (UQ). UQ was awarded a Linkage Grant of \$244,266 from the Australian Research Council to aid the online component of the project and enable a more comprehensive history to be recorded.

Further work continued on capturing Australia's Paralympic history including; the delivery of 2,500 transparencies and negatives from the Sydney Games, six new oral history interviews recorded by the National Library of Australia, the donation of uniforms from eight Paralympic Games by APC Board Member Nick Dean, scrapbook and photo donations from past athletes and administrators, and completion of the initial organisation and cataloguing of the APC's archives.

A poster on the history of alpine skiing was produced in collaboration with the University of Canberra. The poster was displayed in the Australian allotment of the Sochi Paralympic Village and was available for download from the APC's Paralympic education website.



David Nicholas

Reporting

The APC conducted two Wikipedia workshops, in conjunction with the Be the Influence Tri-Nations Wheelchair Rugby Tournament and the Sochi Paralympic Games. Both workshops attracted new volunteer editors to work on Paralympic sport articles in Wikipedia.

Work commenced on the report of the Sochi 2014 Paralympic Games, which will make several recommendations that will assist the APC to deliver the Team in PyeongChang in 2018.

Partnerships with specialist organisations

A feature of the reporting period was the ongoing focus on partnering with expert or specialist organisations to add value to, and extend, the APC's activities within the Knowledge Services division.

In 2013/14 these partnerships included:

- The National Sports Information Centre at the AIS in Canberra, which holds and manages the APC's audio-visual collection and has incorporated the APC's library holdings within its catalogue to ensure they are globally discoverable.

- The Australian Sports Information Network, which has been established to improve access to sport-related information.
- The National Library of Australia, which continues to record and manage the oral histories of people of significance to the Paralympic movement in Australia.
- The University of Queensland for the written history of the Paralympic movement in Australia.
- The National Sports Museum in Melbourne, which advises the APC on its physical collection and currently displays medals from the 1960 Paralympic Games as well as other noteworthy items donated to the APC.
- Wikimedia Australia, which supports the creation of articles about the Paralympic movement in Australia, Australian athletes and classification.

Other projects

- The APC encouraged recognition of Australia's Paralympians by submitting nominations for sport halls of fame around the country and engaging with the Sport Australia Hall of Fame over its limited recognition of Paralympians. The APC provided extensive assistance to Sydney Olympic Park, which now recognises Paralympians alongside Olympic athletes through its athletics and swimming Paths of Champions.
- A comprehensive, costed federal policy submission was mailed to every Senator and Member of the House of Representatives in the lead-up to the 2013 Federal election.
- A fortnightly 'work in progress' or WIP was re-introduced as an internal communications tool for APC.
- The Knowledge Services division continued to provide advice, statistics and information within the APC and to external agencies.

The Knowledge Services division has benefited from the input of 50 volunteers in the reporting period, including Wikipedians, students and others. Notable volunteers include Patricia Ollerenshaw (who has been a regular APC volunteer since 2000) and Greg Blood (who is compiling the Sochi report and is a key Wikipedia editor). Wikipedians John Vandenberg and Ross Mallett paid their own way to attend and report on overseas events and to conduct workshops among other activities for the APC. The contribution of every volunteer is invaluable.

HUMAN RESOURCES

The APC's Human Resources division is responsible for providing operational and strategic guidance to the business by developing, implementing and reviewing human resources practices and policies in line with industry best practice and legislative requirements.

Corporate Strategy

Under the new APC corporate strategy implemented during the reporting period, the key achievement of the Human Resources division was the completion of the new organisational structure based on strategic aims and operational requirements. At the end of the reporting period, each division had set key performance indicators to align with the organisation's strategic initiatives. All staff members were provided with clear position descriptions and accountabilities.

APC Staff Diversity

The number of Australian Paralympic Committee staff as at 30 June 2014 was 51, which included six staff on parental leave.

- Women – 51%
- Men – 49%
- Paralympians – 6%
- People with a disability – 8%



Erik Horrie

CORPORATE OPERATIONS

The APC's Corporate Operations division provides administration support and an Information Technology (IT) strategy for all divisions, as well as Australian Teams during the summer and winter Paralympic Games.

During 2013/14, the Corporate Operations division worked on three new significant projects. These were:

- The development of an appropriate risk management strategy for the APC business.
- The development of a governance framework for the APC Board and the APC to operate within. The framework is reflective of the Australian Sports Commission's Mandatory Sports Principles released in March 2013. These initiatives will ensure the APC's statutory obligations are met and reflect best practice governance standards for a national sporting organisation which is also a charity with deductible gift recipient status.
- A comprehensive review of the APC's critical incident management plan. Following Matt Robinson's fatal accident in March 2014, the APC undertook the review with two key objectives; to ensure all learnings from the tragedy were captured and adopted, and to transfer this knowledge to other organisations to help prepare them for any serious accidents which may occur overseas involving athletes and staff.

Information Technology

The key initiatives undertaken by the APC's Information Technology staff during the reporting period included:

- Sourcing a new hosting platform for the APC website, resulting in enhanced security and performance.
- Upgrading the APC intranet, known as iRis.
- Introducing a business continuity strategy for the APC email system. During the year, the total number of incoming emails was 309,630 of which 30,672 were intercepted as spam. In addition, 1,227 viruses were intercepted before entering the APC network.

International Relations

The APC is active in the Paralympic movement internationally, with APC representatives associated with the advancement of Paralympic sport. During the reporting period, the following APC Board members held positions with the international Paralympic movement:

Name	Committee and position
Paul Bird	President, Oceania Paralympic Committee Member, IPC Regions Council
Nick Dean	Deputy Chair, IPC Alpine Skiing Sports Technical Committee
Greg Hartung	Vice President, IPC Governing Board (resigned December 2013)
Glenn Tasker	Deputy Chair, IPC Swimming Sports Technical Committee

APC Board

The APC Board met six times during the 2013/2014 reporting period. The attendance by Board members was as follows:

Name	No. of meetings attended
Greg Hartung, Chair (stepped down 12th December, 2013)	1/1
Glenn Tasker, Chair (from 12th December, 2013)	5/6
David Baker (appointed 12th December, 2013)	4/5
Paul Bird	6/6
John Croll	6/6
Nick Dean	6/6
Doug Denby (stepped down 12th December, 2013)	1/1
Steve Loader	6/6
Joyce Parszos	6/6
Darren Peters (appointed 12th December, 2013)	4/5
Troy Sachs	3/6
Jason Hellwig, CEO*	6/6

* Non-voting member

Annual General Meeting

The APC Annual General Meeting was held on 12 December 2013, with 15 of its 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, long-serving APC Directors Greg Hartung and Doug Denby confirmed their intention to stand down. Greg served for 17 years on the Board, 16 as President, while Doug served as Finance Director for 17 years.

An APC Board Member since 2008, Glenn Tasker was unanimously elected as the new President during an APC Board meeting immediately following the Annual General Meeting. Two new Board Members – David Baker and Darren Peters – were elected and joined existing Board Members Paul Bird, John Croll, Nick Dean, Steve Loader, Joyce Parszos and Troy Sachs who all retained their positions unopposed. Mr Croll and Mrs Parszos were elected Vice Presidents by their fellow Board Members.





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