



AUSTRALIAN
PARALYMPIC
COMMITTEE

2014/15 Annual Report

Covering the period 1 July 2014 to 30 June 2015

Australian Paralympic Committee Ltd

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Front cover: Australian captain Ryan Scott with the 2014 IWRF Wheelchair Rugby World Championship trophy; players Ryley Batt (left) and Chris Bond (right)

Inside cover: Simone Kennedy

PRESIDENT'S REPORT



When we look back on 2014/15 in years to come, it will surely rank among the most tumultuous years in the history of the Australian Paralympic Committee (APC). It has been a year in which our organisation has faced significant challenges, but upon reflection, I have no doubt it will be regarded as the turning point for Paralympic sport in Australia.

On the sporting field, our athletes and teams across many of our sports achieved some outstanding results internationally. Off the field, the APC made excellent progress in our preparations for the Rio 2016 Paralympic Games next September, and coupled with the on-field success of our athletes, there are plenty of reasons to be excited about what we can achieve together in Rio.

We were also extremely excited and proud to welcome Seven West Media into the Australian Paralympic family.

In an outstanding result for the APC, Seven West Media were successful in securing the Australian media rights, which will mean the Rio 2016 Paralympic Games will be broadcast on Channel 7, the first time ever the Paralympic Games will be shown on a commercial network in Australia.

Seven will create and deliver the most comprehensive, technologically advanced, multi-platform coverage of the Rio Paralympic Games to all Australians on any communications device. This will be in addition to 14 hours a day of live coverage on broadcast television across the network's digital broadcast platform.

The APC is confident that the quality and depth of Paralympic coverage provided by the Seven Network will set a new standard for the Paralympic movement, not just during the 12 days of competition, but for the months leading up to the Games. The Seven Network has embraced the Paralympic ideals and we will do everything we can to ensure our new partnership plays an important role in shaping community perceptions of people with disabilities.

On the back of this new partnership has come a monumental boost to our fundraising and sponsorship operations. Our sponsorship pipeline has not been this

strong since before Sydney 2000, which is testament to the strength and growth of the Paralympic movement globally and the APC's leading role within it.

After joining the Board as a Director in 2008, this year was my first full financial year as Chairman. As I stated last year, I am particularly committed to improving governance during my term as Chairman and 2014/15 saw further improvements made to the APC's Corporate Governance.

We started the year with the constitutional changes which were approved by our membership, and we continued the process of significant Board reform and renewal in conjunction with the Australian Sports Commission (ASC).

I am pleased to lead a Board that has made a commitment to meet the ASC's Mandatory Governance Principles, and I congratulate my colleagues for their approach.

Financially, the APC has undertaken a wide-ranging review of its processes and procedures to ensure its ongoing viability and to achieve fiscal stability.

As is always the case in these situations, there were some tough decisions that needed to be made and we made them.

As a Board, we have committed to ensuring the organisation returns to surplus in 2015/16. But even more importantly, we have made important steps to develop and deliver a sustainable operational plan over the four year games cycle.

I would like to acknowledge the assistance of the ASC in this process. The ASC provided support that has allowed us to undertake the necessary restructuring and to come out the other side in a strong position. The one-off grant for the Rio Team of \$1 million is the first time in many years that APC has received federal government assistance for the Games.

In addition, the loan we were provided this year has allowed us to plan with confidence, safe in the knowledge that we will not have to compromise in the delivery of services and support for the Rio Team.

This will ensure that we provide our great athletes with the best opportunity to shine next year.

We have reported in recent years an over-investment across a range of programs and Para-sport events, but we have now narrowed our focus to ensure that we are sustainable and can deliver Paralympic sport outcomes for the long term.

The APC is returning to strength and sustainability, because of the steps we have taken over the last 12 months and the focus we have on the future.

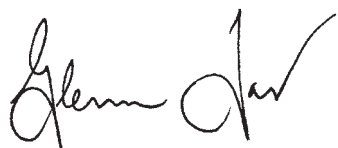
As always, the APC is grateful for the ongoing support of the Australian Government, through the ASC. I would like to record my thanks to The Minister for Sport, the Honourable Sussan Ley MP, Mr John Wylie, the Chairman of the ASC, ASC CEO Simon Hollingsworth and AIS Director Matt Favier.

Of course, I extend thanks and appreciation to our members and national federations. Australian sport is at its best when its key players are working together and the APC's partnership with our Members is vital. We are doing everything we can to help you achieve your goals and we appreciate your ongoing support.

And little of what we achieve could not occur without the generous support of our corporate sponsors, partners and donors. I want to acknowledge our individual supporters, our regular givers who donate to the APC on a monthly basis and of course, the tens of thousands of Australians who support us through our lottery programs and other fundraising activities. The generosity of all these people makes it possible to do what we do.

And finally, I want to extend thanks to my colleagues on the APC Board and in particular, the amazing staff of the APC for the wonderful passion, commitment and expertise displayed on a daily basis.

As we move into a Paralympic Games with feelings of excitement, optimism, nervousness and anticipation, I wish all athletes and their families, coaches and support staff the best of luck in the final stages of preparation for Rio. You can be assured that everyone at the APC will continue to do everything we can to help you achieve your personal best.



Glenn Tasker
President
Australian Paralympic Committee





AUSTRALIAN
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CEO'S REPORT



Providing Australian Paralympic athletes with the best opportunities to succeed on the world stage has always been the core objective of the APC. While the past year has been highlighted by challenges and substantial change, this core objective is one that has endured and has driven the APC's work on a daily basis.

As the Paralympic movement continues to grow in Australia and internationally, the role the APC plays within Australian sport continued to be significant. We were proud to announce in March that for the first time ever, a media rights agreement with a commercial partner, Seven West Media, had been reached. Not only does the new partnership set us up for a healthy commercial future thanks to unparalleled exposure, it was a reward for progress made over many years and due recognition of the enormous elevation in the profile, value and impact of Paralympic sport in Australia at all levels. Following the announcement of the partnership, our Commercial team enjoyed success in developing new fundraising revenue streams for the year ahead and we have an exciting pipeline of sponsors and supporters to be confirmed in 2015/16.

As the APC continues to reach new heights, our sports teams have done the same. During the reporting period, Australia qualified slots for Rio 2016 in wheelchair rugby and sailing, and proudly climbed to the top of the world rankings in men's wheelchair basketball. Our wheelchair rugby team, the Steelers triumphantly won the 2014 IWRF World Championships to not only qualify for Rio, but to become only the second country to ever hold the Paralympic and World titles concurrently, and our Para-sailors qualified boats for Rio in all three classes

– something which has never been done this far out from a Games. After losing the gold medal game at London 2012, our men's wheelchair basketball team's efforts were recognised when they regained the title of the world's number one team when they won the 2014 IWBF World Championships.

While these three sports have done tremendously well in the last year, we have had good results from each and every Paralympic Preparation Program, holding us in good stead for Rio 2016. This is due to excellent partnerships and the work we do with the national federations, sport academies and state institutes.

Since the Barcelona 1992 Paralympic Games, Australia has maintained a top five finish, and with all the work done in the past year and since London 2012, I am confident that the APC is giving our Paralympic Team the best chance of success at next year's Games. Similar results will be a challenge as Paralympic sport increasingly becomes more competitive due to the growing professionalism of the movement, as well as the resourcing and focus of competitors from other countries. Despite the resource limitations, we are still ambitiously aiming for a top five finish, and this will be an exceptional result given our current position.

Through a restructure of the APC, both at a senior executive and departmental level, we have now built a solid new foundation for the APC and despite the challenges, it will guarantee success moving forward. With changes firmly in place, I am happy to say that we are moving in the right direction.

So much has been achieved in the past year and it is with thanks to the support and help of many individuals and organisations. I would like to extend my thanks to former APC CEO Jason Hellwig, who stepped down from the position in March 2015 after serving six years as CEO. His contribution over more than a decade to the organisation has elevated the Australian Paralympic moment and ensured a bright future ahead for Australia's Paralympic athletes and the APC. I am grateful for his enthusiasm and commitment to the movement.

I also extend my thanks to the APC Board for their expertise and ongoing guidance throughout the year. The year ahead, which is already looking to be successful, is in part due to their commitment to excellence and their wealth of experience.

Australia is still positioned as one of the leading National Paralympic Committees, and I would like to commend the APC staff for the professionalism and hard work it takes to maintain this. It's a team that shape and push the movement forward each and every day. They are a collection of people who change perceptions and who have a duty to do their absolute best for the people we support. Their positive attitudes remained intact throughout the year and their dedication to our athletes' wellbeing was evident.

To the APC stakeholders, sponsors, donors and in particular, the Australian Government through the Australian Sports Commission, thank you for your ongoing support. We look forward to continuing our relationship with you as we look ahead to the Rio 2016 Paralympic Games and beyond.

Looking towards Rio 2016, the end goal is almost within reach but we know there is much work yet to be done. Still, it is important at this stage of the Games cycle to recognise how far our Paralympic athletes have come and the influence that they have on the next generation of Australian Paralympic athletes. I am proud of how the APC has supported them over the past year and I'm looking forward to sharing the joy and success of the team at Rio 2016.



Michael Hartung
Interim 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 (resigned 1 January 2015)
Nick Dean	Director
Steve Loader	Director
Darren Peters	Director (resigned 9 February 2015)
Troy Sachs	Director (resigned 16 March 2015)
Jason Hellwig	Chief Executive Officer/Non-voting Director (resigned 16 December 2014)

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
Disability Sport Australia
Equestrian Australia
Football Federation Australia
Rowing Australia
Swimming Australia
Table Tennis Australia
Tennis Australia
Yachting Australia



APC Staff**Adriana Aguilera**

Coordinator, Individual Giving

Sam Allan

Coordinator, Managed Sports

Justine Anderson

Manager, Finance (from June 2015)

Emily AylesDevelopment Officer, SA Projects
(until December 2014)**Ian Bangs**Chief Financial Officer
(until November 2014)**Pim Berkhout**Performance Manager, Winter
Sports (until October 2014)**Peter Brooks**Coordinator, Para-sport
(until May 2015)**Nat Browne**Coordinator, Team and
Performance Operations**Alison Campbell**Senior Manager, Performance
(until March 2015)**Kieran Courtney**

Sports Data Analyst

Roseanne CowanAssistant, Corporate Services
(until September 2014)**Charlie Coyle**

Manager, Finance (until June 2015)

Brad Dubberley

Head Coach, Wheelchair Rugby

Wiebke DuchowAssistant, Regular Giving
(until April 2015)**Daniel Evans**Coordinator, Classification
(until January 2015)**Elisha Gartner**

Coordinator, Performance

Keren FaulknerManager, Performance Services
(from November 2014)**Christian Geiger**Coach, Alpine Skiing
(from July 2014)**Shaun Giles**Manager, Broadcast and
Multimedia (until July 2014)**Michael Hartung**

Interim Chief Executive Officer

Jason HellwigChief Executive Officer
(until March 2015)**Lisa Herden**

Manager, Sponsorship

Natalie Hutchinson

Manager, Team Operations

Stephanie IngsGeneral Manager, Corporate
Operations (until May 2015)**Ian Laing**

General Manager, Commercial

Cathy LambertManager, Community
Engagement (until May 2015)**Rob Lawrenson**

Manager, Fundraising

Tim MannionGeneral Manager,
Communications**Lisa Masters**Assistant, Corporate Services
(until September 2014)**Tim Matthews**

Manager, Performance Talent

Kate McLoughlinGeneral Manager, Paralympic
Performance**Joel McMaster**Assistant, Team and Events
(until September 2014)**Michele Menso**

Coordinator, Performance

Kashmira MistryAssistant, Fundraising
(until September 2014)**Anna Muldoon**

Manager, Classification

Timothy Murphy

Assistant, Desktop Support

Tony NaarManager, Knowledge Services
(until June 2015)**Chris Nunn**Advisor, Performance Coaching
(until May 2015)**Daniel Ogle**Senior Manager, Games Planning
(until September 2014)**Greg Omay**Manager, Para-sport Engagement
(until May 2015)**Dearbhail Ormond**General Manager, Team and
Events (until September 2014)**Sharon Peterson**Assistant, Finance
(until September 2014)**Ross Pinder**Skill Acquisition Specialist
(from August 2014)**Lukas Prem**Head Coach, Para-snowboard
(from September 2014)**Kara Relford**Finance and Fundraising
Coordinator**Veronica Ryan**Manager, Human Resources
(until May 2015)**Sascha Ryner**Coordinator, Media and Public
Relations (from August 2014)**Kate Smith**Manager, Outfitting and Logistics
(from July 2014)**Scott Upston**Senior Coach, Powerlifting
(until August 2014)**Paul Van Oosten**Senior Manager, Paralympic
Performance**Chris Voysey**Manager, Information
Technology (until May 2015)**Caroline Walker**

Manager, Logistics

Amy WintersManager, Sponsorship
(until May 2015)

APC FINANCE

Finance Report for the Year Ending 30 June 2015

The Australian Paralympic Committee Ltd (APC) operated in all states and territories of Australia during the year ended 30 June 2015, and this finance report reflects those operations. There were no Paralympic Games in the period, however there was significant activity in relation to the Rio 2016 Paralympic Games.

The APC has a four year corporate and budget strategy which provides an outline of the key business elements, goals and strategic initiatives to facilitate the accomplishment of the objectives.

Specifically, the overall strategic objectives are broken down into the following strategic aims:

- Paralympic Games
- Paralympic Sport
- Participation and Community Engagement
- Awareness and Brand Health
- Brand Identity and Commercial
- Organisational Capacity and Influence

The operating deficit for the year ended 30 June 2015 amounted to \$225,137, which is a substantial improvement from the operating deficit of \$4,322,559 during the previous financial year. This 2015 result occurred after revenue of \$16,762,416 and gross expenditure of \$16,987,553.

Statement of Profit and Loss and Other Comprehensive Income – For the year ended 30 June 2015

	2015 \$	2014 \$
Revenue		
Grants	10,016,280	13,419,181
Sponsors	1,372,438	1,676,198
Fundraising	4,660,438	5,005,951
Investment income and bank interest	80,386	198,899
Gain realised on disposal of investments	469,441	-
Membership fees and other income	163,433	401,347
Total revenue	16,762,416	20,701,576
Expenses		
Sport programs	(9,425,628)	(13,714,041)
Paralympic and other games	(177,263)	(1,387,695)
Promotion, marketing and media	(806,749)	(2,334,627)
Fundraising	(3,708,993)	(4,641,177)
Administration	(2,868,920)	(2,946,595)
Total expenses	(16,987,553)	(25,024,135)
Operating deficit before income tax	(225,137)	(4,322,559)
Income tax expense	-	-
Net deficit attributable to the members of the Australian Paralympic Committee Ltd	(225,137)	(4,322,559)
Other comprehensive income		
Items that may be reclassified subsequently to profit or loss		
Other comprehensive gains	91,520	193,255
Fair value revaluation of available-for-sale financial assets (realised during the year)	(469,441)	-
Other comprehensive income for the year	(377,921)	193,255
Total comprehensive loss for the year	(603,058)	(4,129,304)

The financial report has been prepared on a going concern basis, which contemplates continuity of normal business activities and realisation of assets and liabilities in the ordinary course of business. The Company has a loan facility of \$2.5 million from the Australian Sports Commission to provide financial support.

The organisation has adjusted its cost structure in order to better match its program investments in line with available resources. Anticipated new revenue was not realised in the timeframes expected during the period, and as a result, a number of organisational and other changes were made during the second half of the year.

With the lower cost base now in place and thanks to assistance from the Australian Government,

the organisation is now well placed to deliver the Australian Paralympic Team to Rio 2016 and future Games, while continuing to make appropriate investments in other key areas. The organisation is also well placed to return to surplus in future years.

A summarised financial report for the 12 months ended 30 June 2015, together with the comparatives for the previous year, are contained on the following pages. The APC Financial Report for the year ended 30 June 2015 is available by contacting the office of the APC.

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

Statement of Financial Position – As at 30 June 2015

	2015 \$	2014 \$
Assets		
Current assets		
Cash and cash equivalents	2,572,166	1,555,841
Trade and other receivables	451,004	1,168,723
Investments	-	1,956,886
Total current assets	3,023,170	4,681,450
Non-current assets		
Property, plant and equipment	231,541	348,398
Total non-current assets	231,541	348,398
Total assets	3,254,711	5,029,848
Liabilities		
Current liabilities		
Trade and other payables	860,744	3,624,526
Short term bank facility	-	398,994
Provisions	40,804	97,497
Deferred income	1,362,130	487,121
Total current liabilities	2,263,678	4,608,138
Non-current liabilities		
Loans	1,200,000	-
Provisions	56,044	83,663
Total non-current liabilities	1,256,044	83,663
Total liabilities	3,519,722	4,691,801
Net assets (liability)	(265,011)	338,047
Equity		
Accumulated funds (deficit)	(265,011)	(1,009,048)
Reserves	-	1,347,095
Total equity (deficit)	(265,011)	338,047

The APC will have access to currently undrawn loan facilities totalling \$1,300,000 at specified dates up to 30 June 2016.



MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION



The past year has seen considerable success and progress for Australian sport on the world stage, for the Australian Sports Commission (ASC) and our elite sport partners and athletes.

The Government's 2014/15 investment of nearly \$120 million

continues to be refined to ensure funding is aligned to sports with the greatest potential to contribute to *Australia's Winning Edge 2012–2022* targets and maximise our chances at success.

Since *Winning Edge* was launched, the AIS re-allocated \$20 million of high performance funding among sports and boosted direct athlete funding (dAIS) by \$3.6 million or 40 per cent.

The Sports Tally 2015 – the annual report card for Australian sports – revealed promising signs as we gear up for the Rio 2016 Olympic and Paralympic Games, while highlighting some of the challenges presented by our performance at the 2014 Glasgow Commonwealth Games.

In March the Commission launched *Play. Sport. Australia.* – our plan to help NSOs build participation in sport and make sure all Australians enjoy its benefits. Sports have the opportunity to attract more than 4.5 million Australians into their communities. It's important that we work together to ensure that more Australians, particularly young

Australians, participate in sport more often and that we have strong organisations that deliver the products and opportunities Australians want.

Some highlights in 2014–15 included:

- **Personal excellence** – The most significant athlete wellbeing program in AIS history, incorporating myAISPlaybook – a new high performance athlete learning and development platform.
- **AIS Sports Draft** – Athletes selected in this fast-tracked development came together at the AIS to share their journeys as they transition to Olympic or Commonwealth Games sports.
- **AIS Centre for Performance Coaching and Leadership** – More than 45 coaches graduated from the centre, providing development and mentoring for our brightest coaches and administrators.

As our attention starts to focus on Rio and the major events leading up to the Games, I look forward to the ASC teaming up with your organisation to help put our athletes in the best possible position and enhance our chances of success.

John Wylie AM

Chair

Board of the Australian Sports Commission



Australian Government

Australian Sports Commission



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PARALYMPIC PERFORMANCE

Paralympic Performance

The 2014/15 reporting period saw the Para-sport and Games and Events divisions combined as part of an APC corporate restructure in February 2015. The new division, known as Paralympic Performance, was established to oversee the APC's Games Delivery planning and operations as well as the management of Performance Services, Classification and APC Managed Sports.

JULY 2014 – FEBRUARY 2015	
Division	Areas
Performance	Performance Services Performance Talent Research & Innovation Performance Coaching
Partnerships & Systems	Classification Community Engagement Para-sport Engagement

FEBRUARY 2015 – JUNE 2015	
Division	Areas
Games Delivery	
Performance Services	Performance Talent Research & Innovation Skill Acquisition Sports Science
Classification	
APC Managed Sports	

The key outcomes achieved by the newly formed Paralympic Performance Division during the reporting period included:

- Ongoing preparation of the Australian Paralympic Team for the Paralympic Games in Rio in September 2016;
- The delivery of four high performance programs (boccia, goalball, wheelchair rugby and winter sport);
- The start of the transition of the winter Para-sport high performance program to Ski and Snowboard Australia (SSA);
- Working collaboratively with sport partners to plan, manage and deliver a world-class classification system in Australia.

- Development and distribution of specialist Paralympic sport knowledge to optimise the identification, preparation and performance of athletes through the APC's Performance Services area.

High Performance

During the 2014/15 financial year, the APC allocated \$4,358,125 in funding to high performance programs for 16 Paralympic sports. This covered payments for the first two quarters of the reporting period, with the AIS administering payments for the final half of the year.

Of those 16 sports funded, the APC managed four internally and supported 12 in partnership with national federations. The investment into national federations is additionally supported by other APC programs, including Performance Services and Classification, and assisted sports to improve the efficiency and success of their Paralympic programs.

The APC is grateful for the ongoing commitment from the Australian Sports Commission, Australian Institute of Sport, state institutes and academies of sport, state governments and departments of sport and recreation, state sporting organisations and clubs. Without this support, the Para-sport pathway for Australian athletes with a disability would not be as strong.

Rio 2016

The Australian Paralympic Committee is aiming to send an Australian Team consisting of more than 300 athletes and staff from 16 sports to the Rio 2016 Paralympic Games.

The planning process for the Rio 2016 Games has been the most comprehensive ever undertaken by the APC, backed by the support of several key agencies including the Department of Foreign Affairs and Trade, the Australian Federal Police and the Australian Institute of Sport.

The APC collaborated with the AIS to deliver Campaign Rio workshops in December 2014 and March 2015. The workshops provided all national federations with an opportunity to understand the APC's plans for the Rio Games, network with other team officials to build relationships, and collaborate with APC staff to ensure the best possible performance environment is provided for the 2016 Australian Paralympic Team.



His Excellency General the Honourable Sir Peter Cosgrove, Governor-General of the Commonwealth Of Australia, at the Campaign Rio forum in Sydney

Rio 2016 Team Processing

Before every Paralympic Games, the APC invites athletes, coaches and officials vying for selection to Team Processing sessions.

The key objectives of these sessions are to:

- Provide a briefing on Games preparations and APC expectations;
- Collect and verify personal contact details and passport details;
- Conduct uniform fittings;
- Invite successful athletes from past Games to address attendees and share their experiences of handling the pressure of a Paralympic Games;
- Capture media biography information for promotional purposes.

Rio 2016 Team Processing sessions commenced in April 2015 in Brisbane, with sessions also held in Sydney and Adelaide before the end of the reporting period. Further sessions in Adelaide, Perth, Canberra and Melbourne were to be staged early in 2015/16, with more than 450 people expected to be processed in total.

The sessions are a key milestone on the journey to a Paralympic Games for not only the athletes and officials, but also the APC.

For the potential team members, it is their first glimpse into what life for a member of the Australian Paralympic Team will be like. Updates are provided on the host city, the venues, the Athlete's Village and all the expectations that come with being part of an Australian Team at one of the biggest sporting events in the world. And importantly, it is the first time potential members are fitted for an Australian uniform.

For the APC, the sessions provide a valuable opportunity to address every member of its extended squad face-to-face, some of whom are attending an APC event for the first time.

Performance Services

APC Performance Services manages the sports science and sports medicine needs of the four APC managed sports as well as supporting national federations by developing and sharing specialist knowledge of Paralympic sport to optimise the preparation and performance of athletes through service delivery, innovation and research projects.

The area continues to successfully engage with the APC's sporting partners to influence their systems and processes in areas critical to achieving high performance outcomes.

The focus in 2014/15 centred on skill acquisition, optimising equipment and research and innovation. Key APC Performance Services outcomes included the:

- Establishment of a travel seating project in partnership with Qantas, Rowing Australia and the AIS. The project goal is to customise airline seating so athletes arrive in Rio in the best possible physical shape;
- Ongoing development of the optimal Performance Services team for Rio 2016 through partnerships with the AIS, state institutes and academies of sport and key practitioners with Paralympic experience;
- Establishment of the performance seating project which has seen work done to improve the seating and interface of equipment across six Para-sports;
- Participation in an inaugural movement science workshop resulting in development of greater links with national institute network providers and research institutes;

- APC facilitation of a PhD program through the University of Adelaide Sports Engineering program which was aligned to performance outcomes in wheelchair propulsion for wheelchair rugby athletes;
- Employment of Dr Ross Pinder to the role of Skill Acquisition Specialist to provide advice and guidance to Performance Managers and coaches around the inclusion, or optimisation of, skill acquisition evidence and principles;
- Extension of the role of Keren Faulkner to manage the APC's engagement with sport across the broad spectrum of sports science and medicine disciplines, including research and innovation;
- Provision of leadership and expertise to national federations regarding physical therapies specific to Paralympic sports and Paralympic athletes. This was achieved by growing the knowledge base through education specific to Paralympic Sport and encouraging awareness in the sporting sector of the specific needs of Paralympic athletes;
- The redrafting of the APC Anti-Doping Policy.



AIS Director Matt Favier (left) and APC President Glenn Tasker (right) join Olympic and Paralympic athletes at the launch of the AIS Sport Draft and Para-Sport Draft

Performance Talent

A core component of the APC's Performance Services division is its Performance Talent program which aims to identify athletes who have the traits and characteristics required to achieve high performance success, and transition them into suitable Para-sport programs.

Working with talented individuals who are not currently participating within a Para-sport pathway or looking to transfer into an alternative pathway, the program supports the achievement of AWE targets by identifying and transitioning podium potential athletes into targeted sports. Transition support is provided by the APC to access classification, specialised equipment, coaching or travel to expedite their development.

The program also provides direction and support to national federation partners to nurture and develop identified athletes.

The APC's Performance Talent program uses the AIS FTEM (Foundation, Talent, Elite, Mastery) model as a guiding framework to assess and benchmark athletes within the pathway. The program's key achievements during the period included:

- 63 registrations through the APC Performance Talent portal on the APC website. Each applicant was assessed to determine which sport and event they are best suited to before being linked with the most appropriate sport pathway options.
- The launch of the Para-sport Draft. Throughout October and November 2014, the APC partnered with the AIS to deliver the Para-sport Draft which was extremely targeted in its approach and focussed on identifying new athletes with cerebral palsy and other neurological impairments across 10 Paralympic sports. The key focus of the draft was identifying athletes for the sports of Para-athletics, Para-swimming and Para-cycling. 112 registrations were received, of which 22 athletes were assessed to have high performance potential. 10 athletes progressed to compete at national or international level following the conduct of the draft.
- Of the 271 athletes on the Rio long list at the end of the reporting period, 94 (35%) representing 13 sports have been identified through APC Talent Identification programs including eight of these identified through the 2014/15 period.
- Support and delivery of broad Para-sport and Performance Talent education initiatives within the disability and education sectors. The APC was involved in the Para-athletics component of the 'Athletics for the Outback' program in partnership with Athletics Australia which provides education and a pathway for talented indigenous athletes with a disability in addition to broad education.

- Development of plans to increase participation and competition opportunities for Para-badminton and Para-taekwondo through the respective national federations within Australia. These two sports will feature at the Paralympic Games for the first time at the Tokyo 2020 Games.



2016 Australian Paralympic Team Chef de Mission Kate McLoughlin with Australian Paralympic legend Kevin Coombs

Classification

The APC is committed to working collaboratively with its sporting partners to plan, manage and deliver a national classification system of the highest standard.

The APC's work in classification during 2014/15 focussed on the following key areas:

• IPC Code Compliance

- The APC worked closely with several sporting partners to manage the Australian classification system and ensure compliance with the IPC Classification Code across all Para-sports;
- Provision of feedback to the IPC for the second round of the IPC Classification Code review, based on consultation with Australian stakeholders and other National Paralympic Committees.

• Para-sport pathway support

The APC provided extensive support to sports to deliver effective classification pathways for athletes in each Para-sport. This support included:

- Advising on the delivery of classification across participation, development and high performance Para-sport;
- Funding directed to 14 sports to support the delivery of classification;
- Delivery of classification education to athletes and coaches across Para-sport;
- Supporting sports with understanding changes in international classification rules and implementing changes in the national classification systems for the sports of Para-canoe and Para-snowboard;
- Supporting sports to resolve national classification issues for their sport;
- Classification advice provided to developing Para-sports, including archery, where national classification systems did not previously exist to create a national classification system in their sport;

• Management of National Classification:

The APC managed the national classification system for:

- Athletes with a vision impairment in partnership with low vision centres. 45 athletes were classified at the national level in 2014/2015.
- APC Managed sports of boccia and the winter sports of alpine skiing and Para-snowboard). Seven classification opportunities in APC managed sports resulted in 39 athletes being classified at the national level in 2014/2015.

• Development of Classifiers:

The APC's work to strengthen the national system was developed further through training and development of Australian classifiers:

- Five new national classifiers began their training to be able to classify athletes with a vision impairment;
- Support for 10 new trainee classifiers for athletes with a physical impairment in Para-archery, Para-canoe, Para-table tennis and wheelchair rugby at a national level was also provided by the APC, in addition to the support provided for completion of training for six national classifiers in Para-cycling;
- Two classifiers in Para-cycling and Para-triathlon also achieved international classifier certification via support from the APC during the period. Australia currently has 53 international classifiers and international trainees across every summer and winter Paralympic sport.

• High performance outcomes

- Risk management processes and preparation were implemented for international classification presentation in sports including boccia, goalball, winter sports, Para-athletics, Para-canoe, Para-rowing, Para-swimming, Para-table tennis, Para-triathlon, wheelchair tennis.

• Paralympic Games planning

- Classification preparation commenced for all Australian long list athletes for the Rio 2016 Paralympic Games.



Australian Paralympic Team Chef de Mission Kate McLoughlin addresses Rio Paralympic hopefuls at Team Processing in Canberra



Katie Kelly and Michellie Jones

PARA-SPORT 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.



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



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



3. On track: working well across key areas; on target



4. Performing: performing well in all areas; above target



5. Excelling: exceptional performance; setting a standard for others to aspire



Nicole Esdaile

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 coordinators: Michele Menso and Sam Allan

Performance managers: Alison Campbell and Paul Van Oosten

Benchmark event in 2014/15: 2014 BISFed World Championships – Beijing, China (19-28 September)

Target: 4th -8th: 1. Result: 0

Target: 9th – 16th: 1. Result: 0

AWE High Performance Rating: 3 – on track

Report: The AWE benchmark event for the period, the 2014 BISFed World Championships, was held in Beijing, China from 19 to 28 September. Jason Mayweather and Daniel Michel were Australia's two representatives, with Mayweather finishing 23rd in the BC2 singles and Michel finishing 36th in the BC3 singles. The AWE target was not achieved at the Championships.

Australia competed in two more international events during the reporting period. The first was the 2015 BISFed Asia-Oceania Teams and Pairs Championships in Hong Kong held from 10 -14 June. Australia was represented in the BC3 pairs by Daniel Michel, Cally Simpson and Spencer Cotie, who finished in fifth position. The second event was the 2015 BISFed World Open held in Poznan, Poland from 18 - 21 June. Australia's top two players pushing for Rio 2016 qualification Mayweather and Michel both failed to progress to the knockout phase, finishing 18th and 25th respectively.

Domestically, the 2015 Boccia Australia National Championships were held in Narrabeen, Sydney from 1-7 May. Due to growth of the sport and the event, it was decided to split the BC3 athletes from the rest of the competitors by having them compete first up. The State Shield was won by New South Wales. Tait Jenkins (NSW) was awarded Best and Fairest and Tyler Ellis (ACT) was awarded the first ever national rankings championship.

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: Alison Campbell and Paul Van Oosten

Benchmark events in 2014/15: 2014 IBSA World Championships – Espoo, Finland (26 June -6 July)

Target: Women – top 8. Result: 10th

2015 IBSA World Games – Seoul, Korea (10 – 18 May)

Target: Women – top 3. Result: 4th

Target: Men – top 3. Result: 13th

AWE High Performance Rating: 2 – progressing

Report: The 2015 IBSA World Games was the final AWE benchmark event of the reporting period and was contested in Seoul, Korea from 10-18 May. The tournament also doubled as a ranking tournament for the Rio 2016 Paralympic Games for both the men's and women's draw. The Australian women's team, the Belles, performed strongly to claim second position in the pool rounds, before progressing through to the bronze medal play-off, eventually finishing fourth. The Australian men's team finished a disappointing seventh in their pool and did not progress. The AWE target of one medal was not achieved.

Domestically, the 2014 Australian Championships were held in Adelaide from 2-5 October, with New South Wales claiming victory in both the men's and women's Open divisions. Jon Horsburgh (SA) and Nicole Esdaile (QLD) were named the tournament's Most Valuable Players as the leading goal-scorers.



Jessica Gray

Powerlifting

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

Head coach: Scott Upston

Program coordinators: Peter Brooks and Sam Allan

Performance managers: Alison Campbell and Paul Van Oosten

Benchmark event in 2014/15: 2014 Commonwealth Games - Glasgow, Scotland (23 July-3 August)

AWE High Performance Rating: 1 – underperforming

Report: Four Australian athletes participated at the 2014 Commonwealth Games in Glasgow, Scotland from 23 July to 3 August. Jessica Gray and two-time Paralympian Abebe Fekadu both narrowly missed out on a medal, finishing fourth in their respective divisions. Competing in the same division as Fekadu, fellow Australians Leigh Skinner and Ben Wright finished 9th and 10th respectively.

Following the completion of the Commonwealth Games, the APC's powerlifting high performance program came to an end due to the withdrawal of funding under the Australia's Winning Edge program. The APC continues to provide a communication link between the sport's international governing body, the IPC, local organising committees and athletes as part of its ongoing role as the sport's national federation.

Wheelchair Rugby

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

Head coach: Brad Dubberley

Program coordinator: Elisha Gartner

Performance managers: Alison Campbell and Paul Van Oosten

Benchmark event in 2014/15: 2014 IWRF World Championship – Odense, Denmark (4-10 August)

Target: top 3. **Result:** 1st

AWE High Performance Rating: 3 – on track

Report: The 2014 IWRF World Championships were held in Odense, Denmark from 4-10 August. The Australian Steelers entered the tournament as the reigning Paralympic champions, but without having ever won a World Championship. Aiming to improve on their silver medal at the 2010 World Championships, the Steelers confirmed their status as the world's best team by defeating Canada 67-56 in the gold medal match to claim victory. In doing so, Australia became only the second nation in the history of the sport to hold the Paralympic gold medal and the World Championship gold medal at the same time. Nazim Erdem (Class 0.5) was named on the All Stars Team following the championships, which saw Australia achieve its AWE target for the reporting period.

Following the World Championships, an Australian development squad travelled to Alabama, USA from 4 to 10 October for an intensive training camp and a five-match series against the host nation. Despite the development squad losing the series 5-0, it provided a valuable opportunity for emerging players to gain experience against world-class opposition on foreign soil.

In addition to the World Championships and the series against the USA, the Steelers also contested international series against New Zealand and Canada during the reporting period. Australia recorded a clean sweep in their five-match series against New Zealand in Auckland in May 2015, before defeating Canada in the final game of their five-match series in Melbourne, to claim a 3-2 series win in June 2015.



Melissa Perrine (left) with sighted guide Andy Bor

Domestically, the 2014 Wheelchair Rugby National Championships took place in Sydney from 23 - 26 October. New South Wales won the gold medal while Victoria and Queensland claimed silver and bronze respectively. Ryley Batt (NSW) and Matt Lewis (VIC) were awarded as joint Most Valuable Players while Robyn Lambird (WA) was named Best New Talent.

Winter Sports

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

Head coach: Christian Geiger (alpine skiing), Lukas Prem (Para-snowboard)

Program coordinator: Michele Menso

Performance managers: Alison Campbell and Paul Van Oosten

Benchmark events in 2014/15: 2015 IPC Para Snowboard World Championships - La Molina, Spain (23-28 February)
 2015 IPC Alpine Skiing World Championships - Panorama, Canada (28 February - 10 March)
 Target: 1st -3rd: 6. Result: 6

AWE High Performance Rating: 3 - on track

Report: There were two AWE benchmark events for the Para-winter program during the reporting period. The first event was the 2015 IPC Para Snowboard World Championships in La Molina, Spain from 23 -28 February. Australia achieved a silver medal to finish equal ninth on gold and equal eight on total medals won. Joany Badenhorst, who competed with a fractured wrist she suffered in the days leading up to the championships, showed immense toughness to win a silver medal in her classification, while Ben Tudhope also performed well, finishing eighth in both of his events.

The second benchmark event was the 2015 IPC Alpine Skiing World Championships in Panorama, Canada from 28 February to 10 March. Australia achieved three gold, one silver and one bronze medal to finish fifth on gold and seven on the total medal standings. Vision impaired skier Melissa Perrine and guide Andrew Bor were outstanding for Australia, achieving all five medals in as many events. Fellow Australian athletes Victoria Pendergast, Mitch Gourley and Mark Soyer combined for two top five finishes, one top ten, and several Did Not Finish or Disqualifications.

The Australian Winning Edge Benchmark Target across both events of six medals was achieved.

Off the snow, the APC made progress on work to adopt the recommendations from its Sochi Games review carried out late in the final quarter of the 2013/14 reporting period.



Sarah Walsh

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

Benchmark event in 2014/15: 2014 Commonwealth Games - Glasgow, Scotland (23 July – 3 August)

Target: 5 - 7 medals. Result: 3 medals

AWE High Performance Rating: 3 – on track

Report: The 2014 Commonwealth Games took place in Glasgow, Scotland from 23 July to 3 August and was the key benchmark event during the reporting period. Australia sent a team of 12 athletes with Jodi Elkington (gold – women's T37/38 long jump) and Angela Ballard (women's T53/54 1500m) winning gold and Kurt Fearnley (men's T54 1500m) taking silver as Australia finished second on the medal tally. The target set under Australia's Winning Edge was five to seven medals, this was not achieved.

In March 2015, for the first time ever on Australian soil, the IPC Grand Prix tour visited Brisbane, held in conjunction with the Queensland State Championships from 5-8 March at QLD State Athletics Centre. This was the second stop on the nine-event tour series in which athletes gain points towards qualifying for the Grand Prix Final in London in July.

The event saw over 100 Para-athletes participate from across Australia and the Pacific region. Kobie Donovan set two world records in the women's F40 Discus and Javelin events.

The 2015 Australian Championships were staged between 26-29 March at QSAC in Brisbane. This event doubled as the selection trials for the Doha 2015 IPC Athletics World Championships. Four world records were set at the championships – two by Isis Holt in the women's T35 100m and 200m races, Brayden Davidson in the men's T36 long jump and Donovan once again in her discus throw.

Also on the domestic front, Athletics Australia was granted sanctioning by the IPC for a further 50 competitions during the 2014/15 period, which included the Junior and All Schools National Championships, the AA national tour series and multiple local and state title events.

At the Athletics Australia annual award ceremony in November 2014, Michael Roeger was announced as the male Para-athlete of the year and Angela Ballard the female award for the second consecutive year.



Curtis McGrath

Canoe

Program managed by: Australian Canoeing

International Federation: International Canoe Federation (ICF)

Head Coach: Andrea King

National Performance Director: Richard Fox

Benchmark Event in 2014/15: 2014 ICF Para-Canoe World Championships – Moscow, Russia (6-10 August)

Target: 1 - 2 medals. Result: 3 medals

AWE High Performance Rating: 3 - on track

Report: The benchmark event for the reporting period was the 2014 ICF Canoe Sprint World Championships held in Moscow, Russia from 6-10 August. Australia sent a team of six Para-canoeists who claimed a gold, silver and bronze to finish third on the gold medal tally and fourth on the total tally. The gold medallist for Australia was Curtis McGrath in the men's V1 (TA), while Kara Kennedy won silver in the women's V1 (A), and Amanda Reynolds won bronze in the women's K1 (LTA). The Australia's Winning Edge target of 1 to 2 total medals was exceeded.

With the introduction of a new international classification coding system coming into effect in mid 2015, Australian Canoeing organised an Oceania Classification Regatta on the Gold Coast from 25-28 June, which saw final selections made for the World Championships in Milan, Italy in August 2015.

From December 2014 to February 2015 the National Grand Prix series saw events take place in SA (West Lakes), and in NSW (Sydney International Regatta Centre). With the change in Paralympic events for the Rio 2016 program announced in late 2014 (only Kayak boats), McGrath had his first opportunity to test his skills in the new boat, winning the second grand prix in good fashion.

At the Australian Canoeing annual awards ceremony in October, McGrath was awarded both the Para-canoeist of the Year award and the People's Choice award.



Matt Formston and pilot Michael Curran

Cycling

Program managed by: Cycling Australia

International Federation: Union Cycliste Internationale (UCI)

Head coach: Peter Day

National Performance Director: Kevin Tabotta

Benchmark events in 2014/15: 2014 Para-cycling Road World Championships – Greenville, USA (29 August – 1 September)

2015 Para-cycling Track World Championships - Apeldoorn, The Netherlands (26-29 March)

Target: Medals: 12 – 16. Result: 19 Medals

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 2014 UCI Para-cycling Road World Championships which took place in Greenville, United States between 29 August and 1 September. Australia was represented by 12 Para-cyclists and one pilot who collectively won four gold, three silvers and one bronze medal, to finish fourth on gold and seventh on total medals won. Carol Cooke was the standout athlete, winning both the Time Trial and Road Race world titles in the T2 classification for the second consecutive year. Her compatriots Alistair Donohoe (C5) and Jayme Richardson (C1) were the other Australian cyclists to stand on top of the podium.

The second benchmark event was the 2015 UCI Para-cycling Track World Championships held in Apeldoorn, Netherlands from 26-29 March. The Australian team of 10 Para-cyclists and four pilots achieved an exceptional result winning three gold, four silver and four bronze medals to finish fifth on gold and third on total medal standings. The rainbow jerseys went to Susan Powell (C4) and Michael Gallagher (C5) in the pursuit events and Alistair Donohoe (C5) in the scratch event.

The Australia's Winning Edge Benchmark target from both events was successfully achieved with a combined total of 19 medals.

Para-cycling made its Commonwealth Games debut at Glasgow 2014. Four athletes and four pilots competed for Australia in four tandem cycling events. The team achieved two silver and three bronze medals to place Australia first on total medals won. The tandem combinations of Kieran Modra and pilot Jason Niblett

achieved double silver in the men's events and Brandie O'Connor and pilot Breanna Hargraves achieved double bronze in women's races. The other bronze medal went to Paul Kennedy and pilot Thomas Clarke in the men's pursuit behind Modra and Niblett.

Domestically, the 2014 Para-cycling Track National Championships were held from 18-19 December in Melbourne and the 2015 Australian Para-cycling Road National Championships were held from 18-19 April in Adelaide. Both events doubled as the selection trials for the 2015 UCI Para cycling Road and Track World Championships to follow.

At the Cycling Australia Awards held in November, 2014, Jayme Richardson (C1) and Alistair Donohoe (C5) were announced as the female and male Para-cyclist of the Year recipients.



Nicole Blanks riding Vledder

Equestrian

Program managed by: Equestrian Australia

International Federation: Fédération Equestre Internationale (FEI)

National Performance Director: Julia Battams

High Performance Manager: Chris Webb

Benchmark events in 2014/15: 2014 FEI World Equestrian Games – Normandy, France (23 August – 7 September)

Target: 1 medal. Result: 0 medals

2015 CPEDI3* Boneo Classic – Boneo Park, Victoria (21– 23 January)

Target: 1 medal. Result: 1 medal

AWE High Performance Rating: 3 - on track

Report: There were two benchmark events for the Para-equestrian program during the reporting period. The first was the 2014 FEI World Equestrian Games in Normandy, France, from 23 August to 7 September. Australia was represented by four riders who collectively placed 13th in the Team Test event. Jo Formosa (Grade Ib) and Nicole Blanks (Grade IV) both achieved top 10 finishes in both the Individual Championships Test and the Freestyle Test. Elizabeth Sobecki (Grade II) also achieved a top 10 finish in the Individual Championship Test, while in the same grade, Chelsea Higgins finished 13th. The Australia's Winning Edge target of one medal was not achieved.

The second benchmark event was the 2015 CPEDI3* Boneo Classic held in Boneo Park, Victoria from 21-23 January. The event saw 12 riders and their Australian based horses contesting the respective dressage events under International judging conditions. Formosa and Blanks were the two outstanding riders, each winning all three events in their respective classifications. The Australia's Winning Edge target of one medal was achieved in the Team Test, with a combined score of 417.327 helping Australia's team qualification rankings for slot allocation for Rio 2016.

In May 2015, the Sydney CDI event saw Para-equestrian dressage riders participate in the event for the first time ever, showcasing their skills in the Team Test and Individual Championships event. Katie Umback on Gronskovlunds Marquis topped the scores.

At the Equestrian Australia Awards Ceremony in June, Chelsea Higgins and Elizabeth Sobecki were named the International and Domestic Para-equestrian Riders of the Year respectively.

Rowing

Program managed by: Rowing Australia

International Federation: International Federation of Rowing Associations (FISA)

Head coach: Gordon Marcks

National Performance Director: Chris O'Brien

Benchmark event in 2014/15: 2014 World Rowing Championships – Amsterdam, Netherlands (24-31 August)

Target: 1-2 medals. Result: 2 medals

AWE High Performance Rating: 4 – performing

Report: The 2014 FISA World Rowing Championships took place in Amsterdam, Netherlands, from 24-31 August. Five Australian Para-rowers in three boats combined to win two gold medals and one silver medal, resulting in Australia finishing first both on gold and on total medal standings. Erik Horrie won the men's AS single scull, Gavin Bellis and Kathryn Ross won the mixed TA double scull, and Jeremy McGrath and Kathleen Murdoch picked up a silver medal in the mixed double scull LTAX2 event. The Australia's Winning Edge target of two medals was exceeded.

The Sydney International Rowing Regatta, which included the 2015 Australian Rowing Championships, was held at the Sydney International Rowing Centre from 23-29 March. The top performers were Horrie in the men's AS single scull, Bellis and Ross in the mixed TA double scull, and in the mixed coxed four event, Sara Waitzer, Alistair Chong, Kathleen Murdoch and Cameron Crombie claimed success. For the first time at the event, Para-rowers were invited to demonstrate their skills over the longer Olympic distance of 2000m, over and above the Paralympic distance of 1000m. The event also doubled as the selection trials for the 2015 World Championships in Aiguebelette, France in August, in which three boats were selected including, for the first time, a LTA coxed four boat.

At the International Federation of Rowing Associations Annual Awards, held in November 2014, Horrie was announced as the Para-rower of the Year. In March at the national awards, the title went to the crew of Bellis and Ross alongside program head coach Gordon Marcks who was awarded Coach of the Year.



Matthew Bugg

Sailing

Program managed by: Yachting Australia

International Federation: International Sailing Federation (ISAF)

Paralympic Program Manager: Mark Robinson

National Performance Director: Peter Conde

Benchmark event in 2014/15: 2014 IFDS Sailing World Championships – Halifax, Canada (16 – 24 August)

Target: 1-2 medals. Result: 2 medals

AWE High Performance Rating: 3 - on track

Report: The 2014 IFDS Sailing World Championships took place in Halifax, Canada from 16-24 August. The Australian team of 14 sailors competed across all three Paralympic boat classes. The team achieved one gold and one bronze medal to finish equal first both on gold and total medals won. The gold went to the SKUD18 crew of Daniel Fitzgibbon and Liesl Tesch, and the bronze went to the Sonar crew of Colin Harrison, Jonathan Harris and Russell Boaden. Matthew Bugg was the highest placed Australian in the 2.4mR class placing fifth overall. The Australia's Winning Edge target of 1-2 total medals was achieved.

The 2014 ISAF Sailing World Cup series came to the Sandringham Yacht Club in Melbourne from 7-14 December. The integrated event offers Para-sailors the opportunity to compete in two of the three Paralympic classes (2.4mR and SKUD18). London gold medalists Fitzgibbon and Tesch claimed victory in the SKUD18, while Matthew Bugg won the gold in the 2.4mR.

The Para-sailing squad also travelled to a further three ISAF World Cups from January to June. The first was held in Miami, USA from 26-31 January. Fitzgibbon and Tesch claimed victory in the SKUD18 while, Bugg posted a top five finish. The next event was held in Hyères, France from 20-26 April, where silver medals went to the Australian Sonar and Bugg in the 2.4mR. The final round of ISAF World Cup series was held in Weymouth, Great Britain from 10-13 June where the Sonar crew this time won by a margin of six net points.

Domestically, Bugg won his fifth Australian Championships held at the Royal Brighton Yacht Club in Melbourne, Victoria. The SKUD18 Nationals Championships was cancelled due to the lack of entries and high demand of overseas competitions.

At the Yachting Australia annual award ceremony in Sydney in October 2014, the entire elite Para-sailing squad were announced as Sailors of the Year with a Disability after being awarded the 'Nations Cup' at the 2014 IFDS World Championships in August.

Shooting

Program managed by: Shooting Australia

International Federation: International Paralympic Committee (IPC)

Head coach: Miroslav Sipek

High Performance Manager: Tim Mahon

2014 Benchmark Event: 2014 IPC Shooting World Championships – Suhl, Germany (18-26 July)

Target: 1 medal. Result: 0 medals

AWE High Performance Rating: 2 – progressing

Report: The benchmark event for the reporting period was the 2014 IPC Shooting World Championships held in Suhl, Germany from 18-26 July. The Australia's Winning Edge target was one medal, but this was not achieved. However, the Australian Team did exceed the non-medal targets by achieving double the number of finalists expected. Individual finalists were Libby Kosmala in the R2 women's 10m Air Rifle standing SH1, Jason Maroney in the R5 mixed 10m Air Rifle Prone SH2 and Ashley Adams in the R6 mixed 50m Rifle Prone SH1.

Shooting Australia sent teams to two of the first three World Cups for 2015. The first was at Stoke Mandeville in Great Britain from 30 March to 1 April. Kosmala was the standout shooter picking up a silver medal in the R2 and the other finalists were Luke Cain in the R5 and Anton Zappelli in the R3 mixed 10m Air Rifle Prone SH1 event. The second World Cup attendance was at Szczecin in Poland from 18-21 April, with Natalie Smith achieving a gold medal in the R2 event.

The tragic passing of Paralympian Ashley Adams from a motorbike accident on a property in central-western Queensland in March shocked and saddened all. Adams competed at five consecutive Paralympic Games from 1996 to 2012, with his best performances coming at the Athens 2004 Games. There, he won two medals – silver in the SH1 Free Rifle Prone event and a bronze in the SH1 Air Rifle standing event. He was also a former World Champion, winning gold in the 50m Rifle Prone event at the 1998 IPC World Championships in Santander, Spain. He will long be remembered for his laconic approach to life, typical of the likable country bloke from rural Queensland who always embraced the challenges ahead of him and worked hard to succeed.

At the Shooting Australia annual awards ceremony held in February in Sydney, Jason Maroney was announced as the Shooter with a Disability of the Year.



Prue Watt

Swimming

Program managed by: Swimming Australia

International Federation: International Paralympic Committee (IPC)

Paralympic Program Manager: Adam Pine

High Performance Director: Michael Scott

Benchmark event in 2014/15: 2014 Commonwealth Games – Glasgow, Scotland (23 July – 3 August)

Target: 4–6 medals. Result: 10 medals

AWE High Performance Rating: 3 – on track

Report: The 2014 Commonwealth Games took place in Glasgow, Scotland from 23 July to 3 August and was the key benchmark event during the reporting period. Australia sent a team of 11 athletes in which three gold, four silver and three bronze medals were achieved, resulting in finishing first both on gold and on total medal standings. The Australian gold medallists were Rowan Crothers in the men's S9 100m freestyle (in a world record time), Maddison Elliott in the women's S8 100m Freestyle S8 and Daniel Fox in the men's S14 200m Freestyle. The target set under the Australia's Winning Edge was 4–6 medals, which was successfully exceeded.

In April 2015, a team of 15 athletes travelled to the 29th Internationale Deutsche Meisterschaften (German National Championships) held in Berlin from 16–19 April. The team brought home 26 medals in all, 11 of them gold. There were world records set by Blake Cochrane, Timothy Disken, Daniel Fox, Brendan Hall, Matthew Levy and Sean Russo in addition to 28 personal and 55 seasonal bests recorded by the team.

On the domestic front, the 2015 Australian Swimming Championships were staged at Sydney Olympic Park Aquatic Centre from 3–10 April. The Championships doubled as the selection trials for the 2015 IPC Swimming World Championships in Glasgow in July, with 30 Australian athletes earning selection. The championships also saw five world records fall, with Blake Cochrane, Ellie Cole, Brendan Hall, Jacqueline Freney and Matthew Levy all setting new benchmarks.

At the Swimming Australia annual award ceremony in December 2014, Grant Patterson and Yuriy Vdovychenko were announced as the Multi-class Swimmer and Multi-class Coach of the year respectively.

Table Tennis

Program managed by: Table Tennis Australia

International Federation: International Table Tennis Federation (ITTF)

Head coach: Roger Massie

National Development and Inclusion Manager: Sue Stevenson

Benchmark event in 2014/15: 2014 ITTF PTT World Championships – Beijing, China (6–15 September)

Target: 1 medal. Result: 1 medal

AWE High Performance Rating: 3 – on track

Report: There were two benchmark events for the Paratable tennis program during the reporting period. At the 2014 ITTF Para World Championships in Beijing, China from 6–15 September, Australia was represented by five players. The team's only female athlete Melissa Tapper won a bronze medal in the women's class 10 singles, which ensured the Australia's Winning Edge target of one medal was achieved.

The second benchmark event was the 2015 ITTF Para Oceania Regional Championships held in Bendigo, Victoria from 10–12 April. The Australian team of 11 players achieved an exceptional eight gold, six silver and six bronze medals to finish first both on gold and on total medal standings. The Australian Winning Edge target of 17–20 medals was again achieved.

Australian athletes attended five other international competitions over the course of the 2014/15 period, while on the domestic front, the 2015 AWD Australian Table Tennis Championships were held from 23–27 January in Hobart. Winners in the open events included Tapper and Joel Coughlan in the physical standing classes and Sam Von Einem and Louise Antonovich in the events for athletes with an intellectual impairment.

At the Commonwealth Games in Glasgow, Scotland from 23 July to 3 August, Tapper achieved able-body qualification and participated in both the women's team and mixed doubles. Tapper helped Australia to a bronze medal in the women's five team member event and finished in the round of 32 in the mixed doubles (second round) with partner Heming Hu.

At the AWD Australian National titles in January Melissa Tapper was presented with the Arthur Wilks Para-athlete of the Year Award.



Clare Nott

Triathlon

Program managed by: Triathlon Australia

International Federation: International Triathlon Union (ITU)

Paralympic Program Manager: Kathryn Periac

National Performance Director: Bernard Savage

Benchmark event in 2014/15: 2014 ITU World Triathlon Grand Final – Edmonton, Canada (26 August – 1 September)

Target: 2- 3 medals. Result: 1 medal

AWE High Performance Rating: 3 - on track

Report: The 2014 ITU World Triathlon Grand Prix Final incorporating the Para-triathlon World Championships took place in Edmonton, Canada from 26 August to 1 September. Australia was represented by seven athletes and one guide. Sally Pilbeam won a gold medal in the women's PT3 event, resulting in Australia finishing equal fifth on gold and equal seventh on total medals won, although the Australian Winning Edge target of three medals was not achieved.

In January 2015, the Oceania Continental Championships were held at the Sydney International Regatta Centre with 31 competitors participating. Australia won all nine categories. The second ITU Para-triathlon World Event in 2015 was held in Twin Waters, Queensland in March, which saw Australia achieve nine victories, three silver medals and one bronze medal. Winners were Emily Trapp (PT1), Kerryn Harvey (PT3), McLean (PT4), Katie Kelly (PT5) in the women and Chaffey (PT1), Brant Garvey (PT2), Justin Godfrey (PT3), Swift (PT4) and Jonathan Goerlach (PT5) in the men.

There was three other ITU Para-triathlon World Events in which Australian participated in during the month of May. The first was held on May 10 in Madrid, Spain which saw Chaffey finish runner-up. The next event was on May 16 in Yokohama, Japan, where five of six Australians stood on the podium of which three were at the top (Trapp, Doughty and Kelly). And the final event on 30th of May was in London, Great Britain where Chaffey improved by one position from earlier in the month to take the top of the podium.

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)

High Performance Manager: Chuck Harmison

Benchmark event in 2014/15: 2014 IWBF Men's Wheelchair Basketball World Championships - Goyang City, South Korea (5-14 July)

Target: 1 medal. Result: 1 medal (Rollers)

AWE High Performance Rating: 3 - on track

Report: The benchmark event for the Australian Rollers during the reporting period was the 2014 IWBF Men's Wheelchair Basketball World Championships in Goyang City, South Korea from 5-14 July. On the way to claiming the gold medal the Rollers finished second in their pool and then posted wins over host nation Korea in the quarter-finals, Turkey in the semi-finals and the USA in the final by six points. This ensured the Australia's Winning Edge target was achieved.

The Gliders only travelled once overseas during the reporting period to the annual Osaka Cup in Japan which took place from 11-14 February. Australia brought home a bronze medal after beating Canada in a high scoring bronze medal match by a winning margin of two points.

The Junior Rollers (U19) team competed at the Kitakyushu Champions Cup held in Kitakyushu, Japan from 14-16 November. The team finished with a bronze medal after beating Korea 66-41 in the bronze medal playoff.

Domestically, the National Wheelchair Basketball Leagues saw the QLD Minecraft Comets win the women's championship and The Be Active Perth Wheelcats claim the men's title. The NWBL's Most Valuable Players for 2014 season were Kylie Gauci and Shaun Norris.



Adam Kellerman (left) and Ben Weekes

Wheelchair Tennis

Program managed by: Tennis Australia

International Federation: International Tennis Federation (ITF)

Paralympic Program Manager: Brenda Tierney

High Performance Manager: Anna Caple

Benchmark event in 2014/15: World Rankings for 2014

Target: Top 3 rankings: 1, Result Top 3 ranking: 1

Top 16 rankings: 2, Result: Top 16 ranking: 2

AWE High Performance Rating: 3 - on track

Report: The 2014 benchmark event target is based on world rankings for the calendar year. At the end of the reporting period, five Australian athletes featured in the top 50 world rankings with Dylan Alcott (ranked first in quad singles) and Adam Kellerman (ranked 12th in open singles) the leading players.

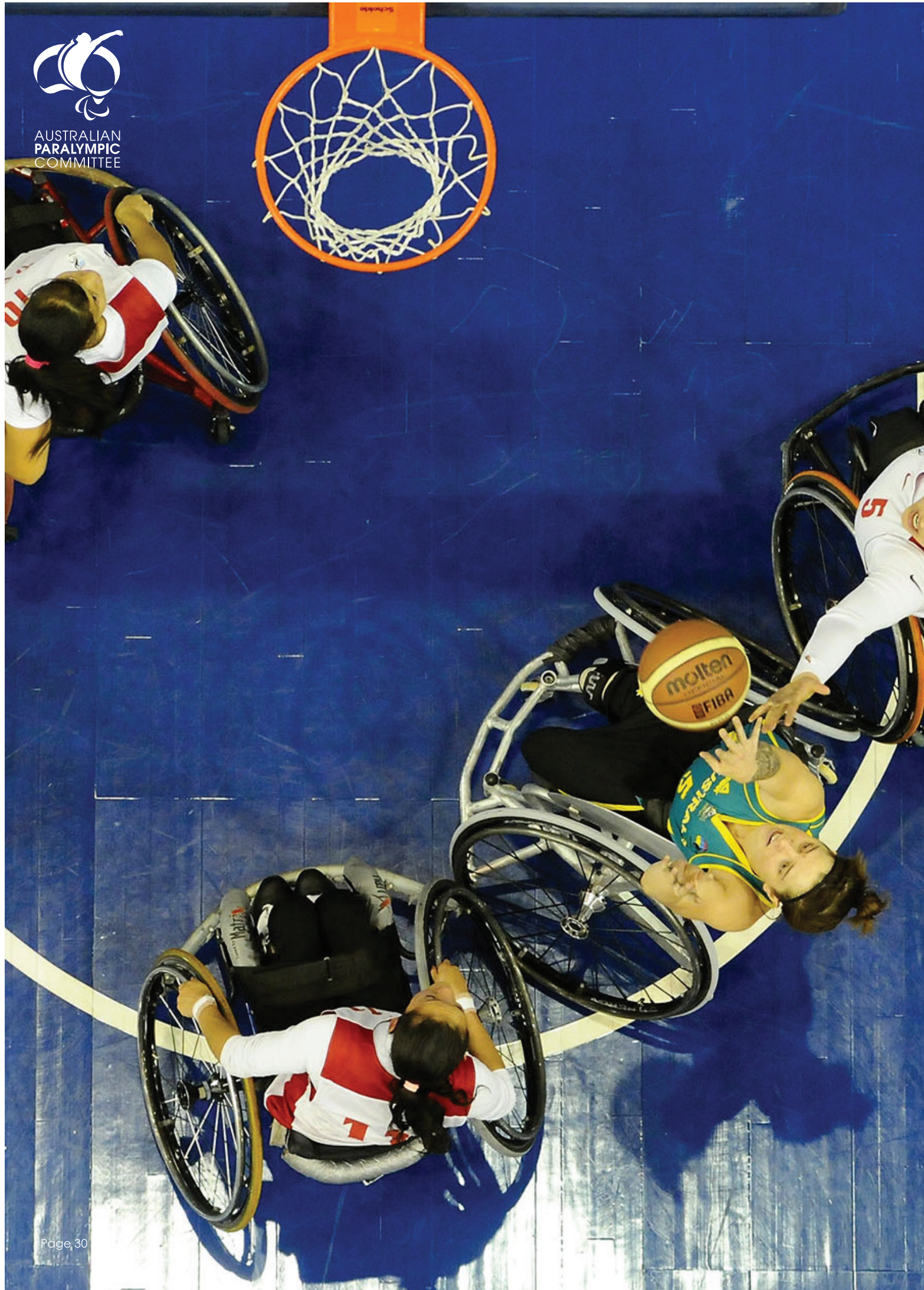
The 2015 World Team Cup took place in Antalya, Turkey from 25-31 May. Both the men's and women's teams qualified for the top groups. The men did exceptionally well winning a bronze medal. This has not been achieved since 2002. Meanwhile, after qualifying via the regional qualifying tournament in Colombo, Sri Lanka, the Australian women's team fell short in reaching the top eight required to secure automatic qualification next year, finishing in 10th position. The Australia's Winning Edge targets of a top three finish for the men and a top eight finish for the women, was not achieved.

The Australian wheelchair tennis squad participated in over 40 ITF world circuit tournaments throughout 2014/15 period. Australia's only appearance at the Grand Slam level was on home soil at the Australian Open Wheelchair Championships held in Melbourne from 28-31 January, which saw quad player Alcott win the singles and finish runner-up in the doubles. Team-mate Kellerman received a host nation's wild card entry in the open men's division but failed to progress past the opening rounds.

At the Tennis Australia annual award ceremony in November 2014, Kellerman was announced as Most Outstanding Athlete with a Disability for the Year, and at the 2014 Australian Open in Melbourne, Australian Gold medallist from the Sydney 2000 Paralympic Games, David Hall, was inducted into the Australian Tennis Hall of Fame on Australia Day.



AUSTRALIAN
PARALYMPIC
COMMITTEE



COMMERCIAL

The APC's Commercial division is responsible for marketing activity, fundraising, sponsorship acquisition and sponsor servicing.

Reporting against the APC's Corporate Strategy, the key achievement during 2014/15 was the sale of the Rio 2016 Paralympic Games media rights to Seven West Media (SWM).

The outcome ratified the Australian commercial television market's desire to lift the broadcast of Para-sport in Australia to a new standard.

Seven West Media has committed to 14 hours of live coverage per day during the Rio 2016 Paralympic Games across television and digital platforms, with additional sponsorship and fundraising support also contracted.

Sponsorship

The APC's sponsorship revenue for the 2014/15 reporting period was \$1,372,438, which was a decrease of \$300,000 from the previous year. The reason for this decline was the departure of Telstra as a major partner. Telstra had been committing a significant proportion of the sponsorship income over the previous 15 years. The APC also ended its relationship with the Australian National Preventive Health Agency through the 'Be The Influence' project which came to a close after a change of Government policy. Swisse also decided not to exercise an extension clause early in the reporting period.

The sponsorship marketplace was a challenging environment throughout the period, but the Commercial division noted the immediate impact of the APC's new partnership with Seven West Media and the desire of brands to consider Para-sport as part of their sponsorship activities.

In the final quarter of the 2014/15 reporting period, the APC engaged with several new brands through sales initiatives including events, mail campaigns and sponsor consultancies who advise corporate brands. The output of this activity will be evident in the next reporting period, and will see the APC deliver more sponsors and more revenue than for any previous Games.

Building on from the strategy change noted in the previous Annual Report, the APC announced a major new initiative titled the 'Workplace Safety Alliance', an innovative program which builds inspiration from the work done with WorkCover NSW over the past 15 years. The 'Workplace Safety Alliance' has built on this successful program, with Paralympians delivering workplace safety messages

to firms outside of NSW. APC partner Qantas announced its participation through Chief Executive Alan Joyce, who delivered an important address at the commencement of Qantas Safety Week, before inviting APC Chief Executive Jason Hellwig on stage to join him in making the announcement.

APC Sponsor family

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 2014/15, bringing the total number of talks delivered since the program's inception to more than 1,850.

After recruiting Para-snowboarder Joany Badenhorst to the program in the previous year, she and eight other current and former Paralympic athletes were involved during 2014/15. The APC thanks the following athletes for their involvement, all of whom continue to deliver vital messages to the workplaces of NSW: Joany Badenhorst (Para-snowboarding), Shannon Dallas (Para-skiing), Ben Houlison (Para-rowing), John Marshall (Para-archery), Kahi Puru (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.

Qantas and APC senior executive and management teams have continued to collaborate on projects outside of the sponsorship in the fields of human resources, logistics and engineering. Qantas engineers have been vital in assisting the APC deliver a fascinating research project which will provide benefits of bespoke seating interfaces for wheelchair users. 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.



Medallists in the men's tandem sprint at the Australian Para-cycling Track Championships

Toyota continued to provide the APC with vehicles for the Winter Paralympic Preparation Program's 2014/15 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.

Allianz – Official Sponsor

Allianz Australia continued to be a very active sponsor, utilising access to Paralympic athletes for a wide variety of internal and external engagements such as motivational speeches for staff and participation in insurance industry trade events. Paralympians were used in several communication pieces such as advertisements, staff newsletters and broker information.

Allianz remains a committed sponsor and supporter of Paralympic sport globally with direct relationships with nine National Paralympic Committees alongside its sponsorship of the International Paralympic Committee itself.

iSentia – Official Sponsor

iSentia has provided support to the APC since Athens 2004 and the agreement between the two organisations continues until the end of 2016.

The media monitoring and analysis services provided to the APC's Communications division are of significant benefit, as is the major post-Games analysis of media and social media activity. The wider media landscape remains of key importance for the APC and the tracking provided by iSentia helps greatly to track performance against strategy and to shape future plans.

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 2014/15 by providing early and detailed preparations for producing the high performance wear of the Australian Paralympic Team for Rio 2016.

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 also committed to a major fundraising drive which was agreed in principle during the reporting period but details of which remain confidential at time of publication.

Swisse Vitamins – Official Sponsor

Swisse Vitamins decided to end its support of the APC toward the end of the previous reporting period but renewal talks commenced during 2014/15 ahead of the Rio Games campaign.

Thanks to our Sponsor Family

Valuable support and services have been provided to the APC by sponsors and supporters in 2014/15. The APC sincerely thanks all of the organisations for their contributions; Qantas, Toyota, WorkCover NSW, Allianz, 2XU, iSentia, Ernst&Young and Clayton Utz.

Fundraising

The development of the APC's fundraising programs continued with an ongoing commitment to diversify its income streams and reduce risk.

The reporting period was the third year of the APC's five-year Commercial strategy which aims to diversify fundraising income streams. Identical to the previous year, the three key objectives of the APC's Fundraising staff in 2014/15 were to enhance the regular giving income stream, continue work within the high value giving area and improve the direct response stream.

The establishment of the APC's first major initiative in the trust and foundations business was achieved late in the previous reporting period, with the first grant provided by the Coca Cola Australia Foundation. As a result, the 'Get Involved program' was successfully implemented in 2014/15, which led to additional funds being granted for the program's ongoing delivery in 2015/16.

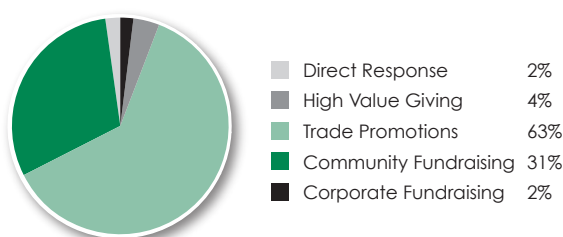
Planning and development was conducted with SWM on the structure and nature of Team fundraising for the Rio 2016 Games which is a very exciting development for the APC.

The development and launch of the major gift program was also achieved in 2014/15, which resulted in five events being held between August and November 2014. Over the course of these events the APC secured \$133,550 in donations. Due to resource restrictions, the program was then put on hold until further notice.

The APC Fundraising staff also continued to evolve its successful 'Believe' campaign launched in early 2014. During the reporting period the APC was nominated for

several awards including PR Week Asia (Bronze in Sport and Charity categories), CommsCon (PR award) Head On (Photography) and the Australian Direct Marketing Awards. This positive reaction from the industry reaffirms the APC's ongoing work to position the organisation as a charity with a clear message to donors, whether individual or corporate.

The APC's five key fundraising income streams are:



Community Fundraising

The community fundraising income stream includes regular giving, a major focus for the APC's Fundraising staff in the front half of 2014/15. Face-to-face Regular Donor acquisition continued during the first half of the reporting period.

During the year, the APC Fundraising team recruited 4,482 new regular givers to take the total number of recruited donors to 10,205. Total income for Regular Giving was \$1,389,346 which clearly shows the willingness of the Australian public to make a regular gift for the advancement of the Para-sport cause.

The two other income sources within the community fundraising stream both saw a decrease in income in 2014/15, with general donations contributing \$29,882 and community events contributing \$9,597. The decrease was expected due to the period falling outside of a Paralympic Games.

Corporate Fundraising

Corporate fundraising income totalled \$72,261 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 valuable supporter, hosting its ninth annual Bowls Day at the Paddington Bowling Club in Sydney. A fantastic turnout led to \$45,627 to the corporate fundraising stream. Sadly, the team from 360HR announced it would be the last time this event would be held. The APC would sincerely like to thank John and Di Pass for all their efforts over the years making this event such a success and raising essential funds for Australia's Paralympians.



Brant Garvey

The APC conducted four Paralympic Corporate Challenge days during the year. The APC would like to thank all of these organisations – Allianz, Morgan McKinley and Appco Sports – 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 continued during the reporting period.

The Christmas appeal was developed as an extension of the APC's Believe campaign which had been well received in the early part of 2014. The campaign, which raised \$20,952, asked Australians to imagine a life without sport and how barriers to sport can negatively affect people with disabilities. In May 2015, the APC's annual tax appeal campaign profiled Australia's

youngest athlete at London 2012, swimmer Maddison Elliott. The appeal improved on the previous year's income raising a total of \$45,705, an increase of \$4,463.

High Value Giving

The high value giving stream incorporates philanthropy, bequests and trust and foundations.

The APC received one grant from a charitable Trust totalling to \$4,780. The focus of the APC's efforts was the delivery of the Major Gifts program in conjunction with philanthropy specialist Xponential. The program delivered \$133,550, a significant improvement on the previous year's result of \$50,001.

The APC received no bequests in the reporting period.

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 \$2,821,030 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 Pty Ltd, John & Yvonne Almgren AM, Brian M Davis Charitable Foundation, Carabine, David Baker, Vince Barilla, Jehrom & Sally Cliff, John Croll, Robert Evans, Floroyol Sporting Wheelies Foundation, Guildford Bowling Darts Club, Robert Greenwell, Merilyn Haines, Jacks Five Foundation, Jetmaster (VIC) Pty Ltd, A M Jones, Tony Jones, John & Beverley Kable, Jonathan Knott, Melbourne Grammar School, Evelyn & Bob Marshall, Mark Laurie, Greg Lindores, Mari & Allan MacKillop, Graham McConnochie, Morgan McKinley, The Perini Family Foundation, PwC Foundation, Frank Pace, John & Di Pass, Andrew Percy, Jo E Phillips, Kate & Mike Ribot, T H Rose & Sons Pty Ltd, Jane Spring, Malcolm Steel, Robyn Swanson, TAL Life Insurance, George Edward Thorne, UBS Foundation, Diane Utato, Stephanie Volkman, Ian Wall, Marlene Young and Mark Zihrul.



Australian Tennis Hall of Fame inductee David Hall

COMMUNICATIONS

In working to execute its strategic initiatives under the APC's Corporate Strategy, the APC Communications division's focus in 2014/15 was to grow awareness of the APC, its athletes, Paralympic sport and the Paralympic movement among the Australian public via its operations across media, public relations, social media, broadcast and stakeholder engagement.

Ongoing preparations for the Rio 2016 Paralympic Games were a priority, however several sporting events and new APC projects ensured it was a busy period for the division.

As part of the APC's 2014/15 communication operating plans, key achievements during the reporting period included:

- Working closely with the APC's Commercial division to secure Seven West Media (SWM) as the media rights holder for the Rio 2016 Paralympic Games. The partnership with SWM will ensure that for the first time, the Paralympic Games will be broadcast on a commercial network in Australia. 14 hours of live coverage will be shown per day during the Rio 2016 Paralympic Games, an unprecedented level of content for Australian Paralympic sport.
- Development of media, public relations and social media campaigns for two international Para-sports events in Australia, the IPC Athletics Grand Prix in Brisbane in March 2015 in conjunction with Athletics Australia and the International Wheelchair Rugby Series in Melbourne in June 2015.
- Media outreach and management for key APC achievements and announcements. This included the Australian Steelers winning the 2014 IWRF World Championships in Denmark, the announcement of Seven West Media as the broadcast rights holder for the Rio 2016 Paralympic Games, Australia's success at the 2015 IPC Alpine Skiing World Championships, Australia's youngest Paralympian Ben Tudhope securing an invitation to the XGames, the naming of the Australian Chef de Mission for the 2016 Paralympic Games, announcing the departure of Jason Hellwig as CEO, partnerships with sponsors including the Coca-Cola Australia Foundation and media calls for Rio 2016 Team Processing sessions in each state.
- Public relations launches for new projects including the Get Involved program, sponsored by the Coca-Cola Australia Foundation.

- The delivery of a media strategy overview for the Rio 2016 Paralympic Games to all athletes and officials on the 2016 long list at Team Processing sessions conducted around the country.
- Capturing data and biographical information of more than 400 athletes and staff on the Rio 2016 long list.
- Expansion of the APC's presence on social media platforms Facebook (www.facebook.com.au/AUSParalympics), Twitter (www.twitter.com/AUSParalympics), YouTube (www.youtube.com/AusParaTeam) and Instagram (www.instagram.com/AUSParalympics).
- The publication of two Australian Paralympian newsletters distributed to past and current donors, APC partners, sponsors, member organisations, supporters and stakeholders.
- Development of profiles for athletes preparing for the Rio 2016 Paralympic Games. This work is ongoing and will continue into the next reporting period.
- Growth of the APC's photography and vision archive.
- The commencement of work to relaunch the APC's website in time for the one year to go milestone on September 7 2015.
- The commencement of work to unveil a plaque honouring Australia's Indigenous Paralympians at the National Centre of Indigenous Excellence in Sydney. This work is in partnership with the First Peoples Disability Network and the Outback Academy.

Media

During the 2014/2015 reporting period, the APC issued 38 media releases and alerts to metropolitan, suburban and regional media nationwide and published 311 news stories on the APC website, 69 more than the previous year.

The APC tracks Australian media coverage of Paralympic sport with the assistance of iSentia. From 1 July 2014 to 30 June 2015, Paralympic sport and the APC received 7,877 mentions in the print news media, 705 mentions on television, 1,292 on radio and 2,541 on monitored online news website.

This was an 40 per cent decrease on the previous year, which included the 2014 Paralympic Winter Games. However, the media coverage generated in 2014/15 saw an increase of 32 per cent compared to the corresponding non-Games year of the London 2012 four-year cycle (1 July 2010 to 30 June 2011).

Australian Media Coverage by Newsfeed

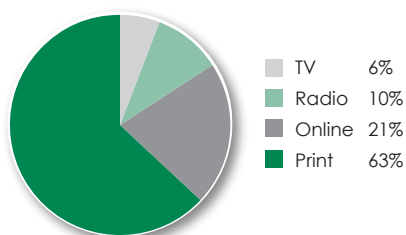
Year	Print	Radio	TV	Online	Total
2009/10	7,196	1,345	607	607	9,784
2010/11	6,550	856	761	761	8,482
2011/12	6,313	1,997	1,434	1,434	12,101
2012/13**	5,643	3,559	1,269	1,565	12,036
London 2012*	4,178	26,489	30,032	2,284	63,343
2012/13**	5,643	3,559	1,269	1,565	12,036
2013/14	5,808	956	428	1,443	8,635
Sochi 2014***	480	3,738	1,770	6,214	12,202
2014/2015	7,877	1,292	705	2,541	12,415

(source: iSentia)

* Reporting period was three month period surrounding the Paralympic Games

** Reporting period was 1 October 2012 to 30 June 2013.

*** Reporting period was 1 January to 30 April 2014.



The stories that garnered the most interest from major media outlets across Australia were the ongoing trial and conviction of South African Paralympian Oscar Pistorious, performances of Para-athletes at the the 2014 Commonwealth Games in Glasgow, the tragic passing of Paralympic shooter Ashley Adams, the Steelers winning their first World Championships title, the retirement of Matthew Cowdrey - Australia's most successful Paralympic Games gold medallist, the announcement of the APC's partnership with Seven West Media, Melissa Perrine winning five world titles at the IPC Alpine Skiing World Championships, Ben Tudhope becoming the first Australian Paralympian to be invited to XGames, stories surrounding the APC's Team Processing sessions conducted nationally, Kelly Cartwright's involvement in Dancing with the Stars, Dylan Alcott's rise to world number one in wheelchair tennis and Paralympic sport was also widely reported in suburban and regional media in every state and territory. Regional media continued to provide



Ryley Batt

extensive ongoing coverage and support of Paralympic athletes and emerging talent.

Website

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

From 1 July 2014 to 30 June 2015, the APC website received 140,126 visitors from 185 countries in 177,504 sessions, and delivered 448,034 page views. This was an 11 per cent decrease in visits and a 12 per cent decrease in page views from the previous year. The decrease was expected due to the reporting period being a non-Games year.

The most popular pages in descending order were the APC fundraising pages, the athlete profile directory page, the APC Classification page, the Select-a-Sport page, the APC news section and the wheelchair basketball profile page.



Kurt Fearnley with Channel 7 presenters Natalie Barr, Samantha Armytage and Mark Beretta

In conjunction with the APC Commercial division, the Communication division also began working with Zoo, a digital agency based in Canberra, to redevelop the APC's website in time for the One Year To Go milestone in September 2015. As at 30 June 2015, the process is on track for completion.

Social Media

The APC is active on social media because it recognises its power to build awareness and support for Australia's Paralympic athletes and teams. Each of the APC's social media platforms achieved substantial growth of its supporter base during the reporting period.

Facebook: www.facebook.com/AusParalympics

The number of fans of the Australian Paralympic Team on Facebook grew from 28,643 to 30,481, but finished at 29,986 at the end of the reporting period due to Facebook deleting inactive accounts. Several posts reached in excess of 30,000 users according to Facebook's data analysis tool.

The APC's most popular organic post during the reporting period, about Dylan Alcott becoming the world number one wheelchair tennis player, reached 101,728 news feeds.

Twitter: www.twitter.com/AusParalympics

At the end of the reporting period, the APC's Twitter

following increased from 9,166 followers to 10,098.

Followers of the APC on Twitter at the end of the reporting period included Prime Minister Tony Abbott, Federal Opposition Leader Bill Shorten, Minister for Health and Sport Sussan Ley, government agencies, various National Olympic and Paralympic Committees, International and National Sporting Organisations, businesses, athletes, media and members of the general public from around the world.

YouTube: www.youtube.com/AusParaTeam

Videos on the APC's YouTube channel were viewed 36,725 times from 1 July 2014 to 30 June 2015. This was a decrease of 16,311, which was expected following a decrease in staffing within the division during the period.

During the reporting period, the APC gained a net of 58 subscribers (88 gained, with 30 lost), finishing the year with 864 subscribers.

Instagram: www.instagram.com/AUSParalympics

The APC had increased traction on photo-sharing platform Instagram, increasing its followers from 392 to 1,059 during the reporting period. The APC's most popular posts included a photo of Kurt Fearnley appearing on Channel 7's Sunrise program for the Seven West Media partnership announcement which generated 95 'likes'.



Ellie Cole



KNOWLEDGE SERVICES

The role of the APC knowledge services program is to help grow and manage its knowledge base. Formerly a division of the APC with a full-time staff member, the knowledge services program became part of the corporate services division at the end of 2014 and - following a corporate restructure in May 2015 - is now managed by the APC Communications division. This program relies extensively on the contributions of volunteers, as well as partnerships with expert organisations.

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

- Continuation of the multi-dimensional Australian Paralympic History Project to capture, manage and preserve the history of the Paralympic movement in Australia. The project incorporates physical holdings (APC archives, APC library, uniforms, equipment, memorabilia and ephemera), electronic collections (scanned and digital photos and documents, video, oral histories, Wikipedia articles) and communication and recognition activities (Paralympic alumni, Australian Paralympic Hall of Fame, written history). As part of this project, the APC continued to receive memorabilia and audio-visual materials from past athletes and administrators on loan or as donations.
- Continuation of the written history of the Paralympic movement in Australia under the APC's agreement with the University of Queensland (UQ).
- Relocation of the APC's catalogued archives from Canberra to a new site near the APC's head office in Sydney.
- Ongoing partnerships with expert or specialist organisations to add value to, and extend the APC's knowledge services activities. The APC thanks the following organisations for their ongoing support:
 - 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 on its catalogue to ensure they are globally discoverable.
 - The Australian Sports Information Network (AUSPIN), which has been established to improve access to sport-related information.

- The National Library of Australia (NLA), which continues to record and manage the oral histories of people of significance to the Paralympic movement in Australia. In 2014/15 the APC entered into an agreement with the NLA to make online assets of the history project discoverable through Trove, a major information collation service.
- 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 and 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.

In addition to these organisations, the APC also received strong support from dozens of individual volunteers in the reporting period, including Wikipedia editors, students and others.

Notable volunteers included Patricia Ollerenshaw (a regular APC volunteer since 2000) who plays a significant role with the library and liaison with past Team Members; Greg Blood, who assisted with the APC's Sochi Games report, Wikipedia articles and the archives relocation; Liz Watt, who coordinated a group of students from the University of Canberra and assisted the archives relocation; and Ross Mallett, who continues to be a major contributor through Wikipedia.

Tony Naar, whose full-time role with the APC ended in May 2015 after 15 years, continued a role as a volunteer. The APC thanks them for their contributions during the period.



Australian Paralympic History Project contributors meet in Melbourne

CORPORATE SERVICES

APC Board

The APC Board met 12 times during the 2014/2015 reporting period. The attendance by Board members was as follows:

Name	No. of meetings attended
Glenn Tasker, Chair	12/12
John Croll	10/12
Joyce Parszos	8/12
David Baker	12/12
Paul Bird	4/6
Nick Dean	11/12
Steve Loader	12/12
Darren Peters	6/6
Troy Sachs	3/7
Jason Hellwig, CEO*	5/5

* Non-voting member

APC Staff Diversity

The number of Australian Paralympic Committee staff at 30 June 2015 was 27.

- Women – 52%
- Men – 48%
- Paralympians – 7%
- People with a disability – 11%

Key Management Personnel

Total Compensation	2015 \$	2014 \$
	1,079,965	1,518,465
Compensation in bands		
0-\$49,999	1	
\$50,000-\$99,999	2	4
\$100,000-\$149,999	1	4
\$150,000-\$199,000	3	2
\$300,000-\$349,999		1
\$350,000-\$399,999	1	
Number of staff	7	12

Annual General Meeting

The APC Annual General Meeting was held on 27 November 2014, with 13 of the 17 member organisations represented. Ernst & Young was appointed auditor in November 2010 and will continue as auditor for the Australian Paralympic Committee Ltd.

At the AGM, the APC's Annual Report and Finance Report were adopted unanimously. Changes to the APC Constitution were also proposed to the membership during the meeting. The proposed changes were made in compliance with the Australian Sports Commission's Mandatory Sports Governance Principles and were accepted.

International Relations

The APC was 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
Glenn Tasker	Deputy Chair, IPC Swimming Sports Technical Committee

Information Technology

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

- Migration of its technology infrastructure to Macquarie Telecom.
- Updated connectivity between the APC offices in Adelaide, Melbourne and Sydney. The connections utilise a mix of optical fibre and copper technologies from the APC's IC2 data centre located in Sydney and are managed by Macquarie Telecom.
- Preparations to migrate and host the new APC website from the IC2 datacentre.
- Increased protection and doubling of capacity of the APC's network.

The APC's servers were also transitioned from physical to virtual machines to make more efficient use of computing and data storage resources.



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www.youtube.com/AUSParaTeam

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Tim Mannion
John Lechner
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Equestrian Australia
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CLAYTON UTZ

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Quality In Everything We Do

Team Suppliers



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Government Supporters



Communities
Sport & Recreation



Government of South Australia
Office for Recreation and Sport

Victoria
The Place To Be



Department of
Sport and Recreation