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Letter to Shareholding Minister

Annual Report 2015–16

28 October 2016

The Hon. Stuart Ayres MP
Minister for Trade, Tourism and Major Events,
and Minister for Sport
52 Martin Place
SYDNEY NSW 2000

Dear Minister

We have pleasure in submitting, for your information and presentation to Parliament, the Sydney Olympic Park Authority Annual Report for the year ended 30 June 2016.

The report has been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1989 (NSW) and the Annual Report (Statutory Bodies) Regulation 2005 (NSW). The report details the work, achievements and relevant statutory and financial information of Sydney Olympic Park Authority.

Yours sincerely



John Fahey
Chair



Nick Hubble
A/Chief Executive Officer

Chairman's Report

Sydney Olympic Park means so many things to so many different people.

For some it is the place of sporting triumph; the Sydney 2000 Olympic and Paralympic Games, the Bledisloe Cup, the Asian Cup, NRL Grand Finals and the Rugby World and Netball World Cups.

For others it means their favourite teams, the Swans and the Giants, the Swifts, Bulldogs, Eels, the Rabbitoh's, the Tigers and the Dragons, the Socceroos, the Wallabies, the Diamonds and the Kangaroos to name a few, all have played their best here.

For many it is a place of leisure and play and families and fun. 430 hectares of open space, picnic grounds and bike tracks, BBQs and playgrounds, art galleries and heritage train rides.

To the business community it is home to meetings, conferences, trade shows and exhibitions and the almost 230 organisations based within the Park that employ over 18,000 people.

To concert, festival and event goers the Park is home of thrills, spills, music and fond memories. From seeing their favourite musicians, artists, athletes and entertainers to taking part in events as diverse as the Good Food and Wine Show, Bull Riding Championships, the Supernova Pop Culture Expo, the Mind Body Spirit Festival or the biggest event of them all; the Sydney Royal Easter Show.

And over 2,000 residents call the Park home.

All of this unceasing activity is managed, guided, supported and encouraged by the Park's custodians, the Sydney Olympic Park Authority.

The Authority is responsible for the management of Sydney's most diverse and exciting suburb, one that plays host to 5,600 events and over 14 million people a year.

It is a small organisation, less than 200 full and part-time employees, but they set about their task, melding experience and enthusiasm with innovation and a passionate belief in the Park, to deliver a place like no other.

That passion is evident in all that they do, from protecting our irreplaceable environmental heritage to overseeing the future of the Park.

Throughout the year the Authority progressed numerous major projects and initiatives, perhaps the most important of which is the five-year Review of the Sydney Olympic Master Park Plan, the blueprint for the Park's future development.

This critical blueprint for our Park's future will ensure that the Park's growth is both environmentally and financially sustainable while meeting the needs of both the Government and the people of New South Wales.

The revised Master Plan envisions the Park's future population of workers, students and residents increasing from today's 21,000 to 62,000 by 2030.



In addition the Master Plan envisions the Park providing a hub for services to support the burgeoning community located within the 'Olympic Peninsular' region, in and around the Park. This rapidly growing area takes in the developing areas of Wentworth Point and the Carter Street Precinct, as well as more established areas such as Newington and the Park itself.

In addition to the Master Plan, other activity kept the Authority busy throughout the period, including overseeing the significant development underway across the Park. During the year work took place on two commercial and three residential sites with plans advancing for several additional commercial, residential and sport-related developments.

Throughout the year the Authority made material contributions to the success of a vast range of events, from the Netball World Cup, NRL finals and international football matches, to entertainment acts such as Taylor Swift, AC/DC and Madonna. The precinct provides a unique capability to manage large events across the Park, as shown by the Park's hosting of Taylor Swift at ANZ Stadium (75,000), the Stereosonic music festival at the Showground (50,000), the Aus-X Open motocross event

at Allphones Arena (12,000) and a major swimming championships at the Aquatic Centre (2,000) simultaneously.

I look forward to working with the team at the Authority to ensure that Sydney Olympic Park continues to be a remarkably unique and successful place for all the Park's diverse users, now and into the future.

I would also like to acknowledge the outstanding contribution of the Authority's staff, executive and in particular outgoing CEO Alan Marsh and Chairman Michael Knight.

John Fahey
Chair

CEO's Report

This year the Authority saw the departure of our long-serving Chairman, Michael Knight and Chief Executive Officer, Alan Marsh. Both men have given much to the Authority and the Park over the last decade and the success that the Park epitomises today is in part due to their efforts.

As Chairman, Michael provided leadership and strategic direction for the Authority during a period of challenge and change. Sydney Olympic Park today is a testament to his leadership and long-term commitment to the Park, stretching back to before the Sydney 2000 Olympic Games.

As Chief Executive Officer, Alan was intimately involved with the Park's growth and development, from 60 organisations and a workforce of 6,000 workers in 2007–08, to 230 organisations and 18,000 workers today. Similarly activation has risen from 8.5 million people in 2007–08 to over 14 million people today.

I would like to thank Michael and Alan for their outstanding contribution to Sydney Olympic Park.

The Park saw more than 14 million people visit during the year, driven in part by an increase in major conventions, sporting events and exhibitions held at the Park. A particular highlight was the successful Netball World Cup victory which saw heavy usage of Qudos Bank Arena and Sydney Olympic Park Sports Centre for matches and used the Sydney Showgrounds for a fan experience centre.

This increased number of events is typified by one day, November 28, 2015. On that day the Park hosted one of the busiest days since the Olympics, with Taylor Swift

at ANZ Stadium, Stereosonic at Sydney Showground, Aus-X Open at the then Allphones Arena and major swimming championships at the Aquatic Centre. In total the Park hosted some 140,000 people simultaneously, a feat impossible anywhere else in Sydney and an emphatic testament to the capabilities and expertise of the Park, its venues and the people who make it such a thriving event venue.

Throughout the period the Authority continued to develop alternative and innovative funding mechanisms to meet its financial obligations in a period of falling subsidy from Government. To this end 70% of the Authority's annual cash operating requirements are sourced from self-generated revenue. This is despite maintenance of significant assets such as the 430 hectares of parklands, which do not contribute to our cash flow but which require significant expenditure to maintain in support of our contribution to the community's wellbeing.

In addition the Park's asset base continues to age, with some of it now more than 30 years old. Ensuring these important infrastructure assets continue to deliver the results expected of it by the community and Government remains one of the Authority's greatest ongoing challenges.

Despite these challenges, the Park continues to go from strength to strength. Visitation numbers are steady, new residential, commercial and sports developments are underway, major sporting events are scheduled and the year ahead will see the continuation of all these trends.



In sports news the Park continues to set new standards in capability. The decision to base the headquarters of the NSW Rugby League within the Park is a welcomed one; particularly given the new Centre of Excellence will incorporate a training field and other world-class amenities.

It joins Netball Central and the GWS Giants headquarters in delivering training facilities that are the envy of other teams and sports and cements the Park as Australia's 'home of sport'. In fact in the coming year the Park will be home to more elite sporting teams (11) than any other site in Australia.

- 5 NRL teams (Eels, Tigers, Rabbitohs, Dragons and Bulldogs);
- An AFL Team (GWS Giants);
- Two Netball teams (NSW Swifts and Giants Netball);
- An A League team (Western Sydney Wanderers);
- An NBL team (Sydney Kings); and
- A Cricket team (The Sydney Thunder).

The NSW Government's commitment to the upgrading of ANZ Stadium as part of the Stadium Strategy is particularly welcome, helping to maintain the Stadium and the Park as Australia's preeminent major events precinct. When complete the \$750M refurbishment will deliver Australia's largest and most impressive rectangular field stadium, with particular emphasis on an improved patron experience.

In the development arena, the Park continues to expand, with new residential and commercial developments planned and underway taking total private sector investment in the Park since the 2000 Olympic and Paralympic Games to close to \$3 billion, a testament to the attraction of the Park as a venue to live and work in.

Residential development continues to be a major feature of the Park, with work on Meriton's 'Botania' development, Ecove's 'Opal Tower' and Payce's 'Jewel' development at the Sydney Olympic Park Ferry Wharf site now well underway, with new residential developments including 'Boomerang' by Ecove and Mirvac's 'Pavillions' now in the late stages of the planning approval process.

On the commercial front the period saw the completion of the new Samsung headquarters on Murray Rose Avenue, work continues on the new NRMA headquarters opposite the train station on Murray Rose Avenue and agreement on the construction of a new hospital through Australian Unity Holdings reached. Negotiations are continuing for a number of other major commercial developments which will further transform the Park's future.

All of these developments have been guided by the Park's Master Plan 2030, which has provided a blueprint for the park's long-term development. Introduced in 2009, the Authority commenced a major review of the Master Plan during the period to ensure it remains relevant to the evolving needs of both the Government and people of New South Wales.

To this end, the Authority has undertaken a major review, working closely with Park stakeholders and the Department of Planning and Environment with the revised Master Plan going on public exhibition in late 2016. In summary, the revised Master Plan envisions the Park's population in 2030 to be a daily population of workers, students and residents of some 60,000 people and for the Park to provide a local transport and services hub for the burgeoning suburbs surrounding it including Wentworth Point and the Carter Street precinct.

A key driver of this transformation is the potential for improved transport connectivity throughout the region. The completion of the public transport

bridge connecting the Rhodes area with Wentworth Point and on into the Park is a welcome development. The decision by the NSW Government to deliver a light rail service from Westmead to Strathfield which will run through the Park's town centre is a welcome one; the new service will link the Park with the Parramatta CBD and to the transport hub at Strathfield, further enhancing the Park's connectivity. Our new Chairman, The Honourable John Fahey AC, together with a renewed Board, will lead the Authority into a new and even more challenging future as the Park continues to grow and adapt to meet the needs of the people of New South Wales.



Nick Hubble
A/Chief Executive Officer

About Us

Sydney Olympic Park Authority is responsible for managing and developing the 640 hectares that comprise Sydney Olympic Park and maintaining it as a lasting legacy for the people of NSW.

Sydney Olympic Park Authority was established on 1 July 2001 as a statutory body of the NSW Government under the Sydney Olympic Park Authority Act 2001.

The Authority is responsible for day-to-day management of all public places, 430 hectares of parklands and seven sporting venues. This includes the management of buildings, facilities and landscape assets; delivery of programs and events; enhancement of visitor experience; provision of sports and leisure facilities; conservation of water, energy and resources; protection of ecosystems, heritage and the environment; and general coordination of the orderly use, operation and development of the precinct.

The Authority continues to develop Sydney Olympic Park, under the guidance of Master Plan 2030, to be an internationally admired example of sustainable urban renewal and development. One that successfully integrates world-class events, venues and parklands with a new community of workers, residents, students and visitors and a valued legacy of the Sydney 2000 Olympic and Paralympic Games.

Our Vision

Sydney Olympic Park is an internationally recognised place with world-class events, venues, parklands and a great place to live and work, built on its Olympic legacy in a sustainable way.

Our Mission

To lead the sustainable development and management of Sydney Olympic Park.





Organisation chart



The Board

Mr David Baffsky AO LLB

Mr Baffsky was formerly Executive Chairman of Accor Asia Pacific, the largest hotel management company in the Asia Pacific region (between 1993 and 2008). In particular Mr Baffsky oversaw the construction of the Novotel and Ibis Hotels at Sydney Olympic Park, the first of the Accor Group's four hotels now located within the Park. He is Chairman of the ASX listed Ariadne Australia Ltd and Chairman of Investa Property Group. He is also on the boards of Destination NSW, the Australian Brandenburg Orchestra, and the George Institute.

Amongst previous roles, Mr Baffsky was a Trustee of the Art Gallery of NSW, Chairman of Voyages Indigenous Tourism Ltd, a member of the Business Government Advisory Group on National Security. He was a member of the federal government's Northern Australia Land and Water Taskforce and a director of the Indigenous Land Corporation.

In 2001 Mr Baffsky was made an officer in the General Division of the Order of Australia and in 2003 he received the Centenary Medal. In 2004 he was recognised as the Asia Pacific Hotelier of the Year. In 2012 he was awarded the Chevalier in the Order of National Légion d'Honneur of France.

Stepping down from the day to day running of Accor Asia Pacific in 2008, Mr Baffsky brings a keen understanding of the convention, exhibition, tourism and hospitality industries to the Board.

Mr Baffsky was appointed to the Board on 26 October, 2009.

John D Coates AC LLB

Mr Coates is Vice President of the International Olympic Committee and President of the Australian Olympic Committee, International Council of Arbitration for Sport and Court of Arbitration for Sport. He is Chair of the IOC Tokyo 2020 Coordination and Legal Affairs Commissions and was a Member of the IOC Rio 2016 Coordination Commission.

Mr Coates is a Special Counsel at Kemp Strang Lawyers, Chairman of William Inglis & Son Ltd and a Member of the Grant Samuel Advisory Board.

Mr Coates was appointed to the Board on 1 January 2005.

Jill Davies BEc, CA, GAICD

Ms Jill Davies is a chartered accountant and management consultant.

For the last 15 years Jill has been assisting a range of corporate, event, sporting and government organisations in Australia and abroad with strategy and business planning, change management and organisational design. She was formerly a senior manager within the Organising Committee for the Sydney 2000 Olympic Games.

Ms Davies joined the board of the Authority in July 2012.

Liz Ellis AM, BA/LLB

Ms Ellis is a former captain of the Australian Netball Team and the Sydney Swifts. She was formerly a solicitor, practicing in property and infrastructure. Ms Ellis is a prominent media personality and sports commentator.

Ms Ellis was appointed to the Board on 1 January 2008.

Matt Miller

Matt Miller currently leads the Office of Sport NSW as the Chief Executive.

Matt's primary role, as the Chief Executive of the Office of Sport (OoS), is to lead the management and delivery of a significant range of sports-related services and facilities across the State, including the development and implementation of state-wide Sports policy and strategy for NSW, to inform the strategic directions of all divisions in the OoS and to ensure Cluster alignment and whole-of-government coordination.

His role is to lead, strategically plan and direct the activities of the Sport and Recreation, Venues NSW and Strategic and Business Services divisions of the OoS to ensure the full implementation of Government policy and priorities and maximise benefits for communities.

As the Agency Head of the OoS Matt provides collegial/agency coordination support to the NSW Institute of Sport, Sydney Olympic Park Authority (SOPA) and the Sydney Cricket and Sports Ground Trust (SCSGT) to ensure that the strategic goals of SOPA and SCSGT are achieved within the required NSW Government legislative frameworks.

Prior this current position, Matt led the Australian Sports Commission from 2009 to 2011. Matt has held a number of other executive roles within government, including Qld Commissioner for Fair Trading, and CEO of the Australian Child Support Agency.

Mr Miller was appointed to the Board in June 2016

Pippa Downes

Pippa Downes is a respected Executive and Non-Executive Director with over 25 years

of distinguished career achievements in the international business and finance sector. As well as her SOPA role Pippa currently sits on the board of the Infotrack Group, ALE Property Group, ASX Clearing and Settlement companies, and the Pinnacle Foundation.

Pippa has had a successful international banking and finance career and has led the local derivative and investment arms of several of the world's premier Investment Banks. Her most recent role was as a Managing Director and Equity Partner of Goldman Sachs in Australia. She is a member of the Australian Institute of Company Directors and Women Corporate Directors and in 2016 was named as one of the Westpac/AFR's 100 Women of Influence for her work in diversity.

Ms Downes was appointed to the Board on 01 June 2016.

Romilly Madew

Romilly Madew is passionate about creating sustainable buildings, communities and cities. Since 2006, Romilly has led the Green Building Council of Australia, and has a global reputation as an influential advocate and change agent.

Romilly's collaborative style has led to many board and committee appointments. She is Deputy President of the Australian Sustainable Built Environment Council, Independent Chair of the Currawong State Park Advisory Board (Pittwater, NSW) and a member of the Sydney Olympic Park Authority board. She is a Steering Committee member of the federal government's Clean Air and Urban Landscapes Hub, sits on the ACT Government's Planning and Construction Industry Chief Minister's Reference Group and is a member of the Nestlé Creating Shared Value Roundtable.

During her long service as a board and executive committee member of the World Green Building Council Romilly drove global efforts of 75-plus green building councils. She was instrumental in establishing the New Zealand, South African, Hong Kong and Indonesian GBCs, as well as the Asia Pacific Green Building Network. Romilly has sat on numerous federal government ministerial panels, including the Emissions Reduction Fund, the National Sustainability Council, National Urban Policy Forum and the China/Australia Services Sector Forum representing construction.

An experienced and charismatic keynote speaker and media commentator, Romilly shares her insights in dozens of publications each year, and was the author of the seminal *Dollars and Sense of Green Building* (2006), the first report to outline the business case for green building in Australia.

Romilly is an active member of Chief Executive Women, was awarded the 2015 International Leadership Award by the US Green Building Council in Washington and made an Honorary Fellow by the Planning Institute of Australia (2015). She was finalist in the 2014 InStyle Magazine Women of Style awards – environment, named one of the ‘100 Women of Influence 2012’ by the Australian Financial Review and Westpac, and was the National and NSW winner of the Telstra Business Women’s Awards 2009 (Community & Government).

Named Pittwater’s Citizen of the Year in 2016, Romilly is President, volunteer lifesaver, surfboat rower and Nipper age manager at Bilgola Beach Surf Life Saving Club.

Ms Madew was appointed to the Board on 01 June 2016.

The Hon John Fahey AC

The Hon John Fahey AC has been a figure in public life for more than 30 years. He has shown exemplary leadership and integrity at the highest level of government, sport, community organisations and business.

Mr Fahey was New South Wales Premier from 1992–95 before entering federal politics, and serving as the Minister for Finance and Administration in the Howard government until 2001. He was instrumental in securing the 2000 Sydney Olympic Games, acting as Chairman of the bid team.

In 2002 Mr Fahey was made a Companion of the Order of Australia for his work in the political arena, and facilitation of industry growth and industrial relations reform.

Five years later he became President of the World Anti-Doping Agency, a position he held until November 2013. In this role Mr Fahey was a driving force behind moves to increase and enhance drug testing in sport around the world.

Mr Fahey currently chairs the Australian Government Reconstruction Inspectorate, and is the fourth Chancellor of Australian Catholic University. Mr Fahey was the President of the World Anti-Doping Agency, a position that he held until November 2013. Mr Fahey has also served as a Director of the Bradman Foundation.

Mr Fahey was appointed as Chairman of the Sydney Olympic Park Authority Board on 01 June 2016.



2015–16 Highlights

- Over 14 million people passed through Sydney Olympic Park during 2015–16
- The Park plays host to over 5,600 events annually.
- In 2015–16 the Park played host to 48 days which exceeded 30,000 event patrons.
- 46% of events held within the Park annually are business events.
- In line with recent years, the Park continues to host larger events, maximising the value of the Park's event spaces.
- Successful hosting of the Netball World Cup, according to organisers "the 2015 Netball World Cup in Sydney is the best one ever"
- The Netball World Cup set a new world record for the largest crowd to attend a netball game, and subsequently set even higher numbers twice more during the competition, culminating in 16,849 fans attending the Australian Diamonds — New Zealand Silver Ferns final.
- In total nearly 100,000 people attended a Netball World Cup match at the Park during the competition.
- The Western Sydney Wanderers announce they will move all home games to the Park while Parramatta Stadium is rebuilt.
- The Park's largest indoor arena was re-branded as Qudos Bank Arena during the period.
- The Government announces that ANZ Stadium will be brought back into public ownership and receive a major upgrade to improve its facilities for spectators and players.
- Coincident with the Netball World Cup, the Park hosted the Wallabies to a Bledisloe Cup match win over the All Blacks at ANZ Stadium.
- The NSW Government announced that the Westmead to Strathfield Light Rail network will pass through Sydney Olympic Park. Negotiations are underway to determine the best route through the Park.
- Sydney Olympic Park now plays host to almost 230 organisations and a working population of over 18,000 workers.
- The Park now hosts 1,300 students who study at S.P Jain School of Global Management and the Australian College of Physical Education
- The Park hosts Australia's largest ticketed event, the Sydney Royal Easter Show, attracting 770,000 people in 2016 despite adverse weather.
- Work is concurrently underway on three residential developments and two commercial developments during the period.
- On November 25 2015, the Park hosted Taylor Swift at ANZ Stadium (75,000), Stereosonic at Sydney Showground (50,000), Mot-X at Allphones Arena (12,000) and a major swimming tournament at the Aquatic Centre, over 140,000 people in the precinct simultaneously, one of the biggest days in the Park since the Sydney 2000 Olympic and Paralympic Games.
- Park is home to some 2100 residents, a number which will continue to grow strongly as even more residential developments are completed.
- Spotless Stadium is voted No 1 for AFL fan experience in 2015.

Corporate Plan 2014–2019

Sydney Olympic Park Authority's Corporate Plan 2014–19 provides strategic direction for the organisation, in keeping with the objectives and functions in Sydney Olympic Park Authority Act 2001 and NSW Government Priorities which are outlined in NSW Now – Making it happen.

Five key result areas have been identified to realise the vision of Sydney Olympic Park and deliver benefits for the NSW community.

RESULT AREA 1. BUILD A LIVEABLE CENTRE IN A MAJOR EVENTS PRECINCT

Sydney Olympic Park continues to grow as a liveable centre for residents, workers, students and visitors, uniquely positioned in Australia's busiest major events precinct. Guided by Sydney Olympic Park Master Plan 2030 and a robust Land Development Strategy, the Park provides opportunities for more homes and jobs, supported by essential infrastructure, services and open space.

How we support the NSW Premier's & State Priorities

- Increasing housing supply and supporting future growth as identified in A Plan for Growing Sydney
- Encouraging business investment in NSW to attract and grow businesses, create jobs and prosperity to improve living standards.





RESULT AREA 2. GENERATE ECONOMIC AND SOCIAL BENEFITS TO NSW

Sydney Olympic Park is Australia's home of major events and sport, with increasing opportunities for the community to connect, get active and enjoy a healthy lifestyle. The Park's world-class sports and entertainment venues and extensive parklands offer something for everybody, with a diverse range of events and activities in sport, education, environment, business, recreation, arts & culture.

How we support the NSW Premier's & State Priorities

- Increasing participation and attendance at events to promote community wellbeing, as well as contributing to an innovative and robust economy through job creation, the visitor economy and education.
- Tackling childhood obesity and supporting children and families to be healthy and active.

RESULT AREA 3. CONSERVE THE NATURAL ENVIRONMENT

Sydney Olympic Park's commitment to sustainability and reputation for environmental excellence remains strong. The Park's boasts a rich biodiversity, which includes some 430 hectares of parklands, supporting over 400 native plant and 200 native animal species which thrives under our care. Sustainable outcomes are the priority, particularly in water & energy conservation, remediated lands, habitat management, waste and litter management and community education programs.

How we support the NSW Premier's & State Priorities

- Keeping our environment clean to protect ecosystems and conserve our natural environment



RESULT AREA 4. MAINTAIN ASSETS THAT MEET COMMUNITY NEEDS

Sydney Olympic Park has a large asset base, with more than \$1.8 billion of public assets and infrastructure including sports venues, roads, bridges, train station, buildings, structures, stormwater systems, trees and landscapes, wetlands, remediated lands, visitor amenities and playgrounds. Condition audits are routinely performed and Innovative measures used to assist with the delivery and maintenance of key assets and infrastructure. Provisions for new infrastructure and community assets are included in the Sydney Olympic Park Master Plan 2030 to support the growing community.

How we support the NSW Premier's & State Priorities

- Building infrastructure to support the growing population.

RESULT AREA 5. CONDUCT BUSINESS AT THE HIGHEST STANDARD

Sydney Olympic Park Authority promotes a culture of excellence, dynamic and sustainable in the way it does business with government and business partners, stakeholders and the community, underpinned by the core values of integrity, trust, service and accountability. There is a strong focus on continuous improvement, customer service, innovation and sustainability.

How we support the NSW Premier's & State Priorities

- Improving Government services, delivering the services people need that are easier, faster and more convenient.
- Driving Public Sector diversity to have a diverse workforce that is more innovative, productive and better able to deliver high-quality services.
- Delivering strong budgets, where expenditure growth is less than revenue growth
- Better government digital services, increasing the level of online transactions



State of Environment Report

Sydney Olympic Park Authority seeks to set a high standard of environmental performance, and works to continually improve the sustainability of Sydney Olympic Park and the business activities of the Authority.

Over 140 new environmental sustainability initiatives were implemented by the Authority between 2003 and 2016.

These initiatives are additional to routine environmental management activities and span areas including flora and fauna conservation, leachate management, water conservation, transportation, heritage conservation, energy efficiency, environmental education and development.

This State of Environment Report provides an overview of the Authority's management practices and performance over 2015–16 in relation to its immediate environmental responsibilities, and meets the environmental reporting requirements set out in the Sydney Olympic Park Authority Act 2001. It also addresses reporting requirements under the NSW Government Resource Efficiency Policy. Reporting is based around the eight key environmental issues identified as affecting Sydney Olympic Park in the Environmental Guidelines for Sydney Olympic Park (Sydney Olympic Park Authority, 2008). Authority operations and new Park development projects are also addressed.

Achievements

- The Authority became a Silver Partner in the NSW Government's Sustainability Advantage Program, having been a Bronze Partner since 2011.
- Sydney Olympic Park Authority was awarded a certificate of commendation from leading industry body Australian Lands and Groundwater Association for its strategic sustainable management of leachate. The commendation recognised sustainability in remediation and high quality remediation planning and practice. The Authority's implementation of local sustainable leachate treatment systems has significantly reduced its dependency on off-site leachate processing, delivering a better environmental outcome and a more cost-effective result.
- The Sydney Olympic Park Aquatic Centre received the Roejen Environmental Sustainability Award from the Aquatic and Recreation Institute, for its high standard of environmental performance in the areas of energy efficiency, water efficiency, waste reduction, new technologies and sustainability practices for procurement.



Future directions

Increasing visitor, resident and worker numbers within the Park drives greater energy and water use, higher waste generation, and increased pressure on ecological systems and public open spaces. The Authority is actively addressing these pressures as the Park continues to grow and evolve. Future key sustainability directions include:

- Continued staged replacement of existing public area lighting with energy-efficient fittings
- Further implementation of a stormwater management strategy for the southern catchments of the Town Centre, and revision of the Sydney Olympic Park Authority Stormwater Management and Water Sensitive Urban Design Policy
- Continued habitat enhancement works to promote populations of woodland birds and the endangered Green and Golden Bell Frog
- Continued evaluation of alternate leachate treatment options for landfills reliant on off-site leachate treatment
- Development of a litter management strategy to address increasing littering issues across the Park

1 WATER

Sydney Olympic Park has a locally integrated approach to water conservation based on wastewater reprocessing, stormwater harvesting and reducing water demand.

The Water Reclamation and Management Scheme (WRAMS) produces recycled water from sewage and stormwater; this recycled water is used for irrigation, ornamental fountains, and toilet flushing across all of the Park's sports and entertainment venues, office buildings and apartments, as well as homes in the adjacent suburb of Newington and Newington public school. Separate metering enables the water consumption of individual components (such as fountains) within the public domain to be monitored, and leaks identified or operating regimes adjusted. Stormwater from buildings and roads in the northern catchments of the Town Centre is harvested into water storage ponds and is used to irrigate park areas, landscapes and sports fields, and also feeds into the WRAMS water recycling system.

Potable water is typically only used for kitchens, showers and hand basins, in swimming pools and on artificial turf hockey playing fields.

Water demand for landscaping is minimised through water-wise landscaping practices and night time irrigation, when evaporation is low. Most landscape plantings are native species that do not require irrigation once established.

Water production and consumption 2014–15

| | |
|----------------------------------|---|
| Recycled water production | 930,000 kilolitres produced Approximately 26,000 residents and workers serviced |
| Recycled water consumption | 190,214 kilolitres used in the public domain (including 53,638 kilolitres used for Bicentennial Park irrigation) 96,223 kilolitres used in the sports venues |
| Harvested stormwater consumption | 29,155 kilolitres used for parklands irrigation |
| Potable water consumption | 20,476 kilolitres used in the public domain 95,606 kilolitres used in the sports venues |
| Water management initiatives | The Authority's 'Recycled Water Quality Management Plan and assessment of WRAMS Operations' was endorsed by NSW Health |

NSW Government Resource Efficiency Policy reporting: Water management

| | 2015–16 | 2014–15 | 2013–14 | 2012–13 |
|--|---------|---------|---------|---------|
| Total potable water consumption (Kilolitres) | 116,082 | 116,774 | 125,032 | 123,425 |
| Cost (\$) | 264,203 | 260,640 | 271,069 | 262,895 |

Compliance with procurement standards:
W3 Minimum standards for new water-using appliances– complied



2 ENERGY

Sydney Olympic Park's buildings and facilities are designed and managed to minimise energy consumption and greenhouse gas emissions.

Audits of the Park's energy consumption have identified areas of high energy usage, which are being prioritised for introduction of energy conservation measures.

Significant numbers of carpark lights have been upgraded in the past five years as a result of the audits. A cogeneration plant was installed in the Aquatic Centre in 2013–14 and has resulted in significant energy savings at that venue.

A computerised operating system (CBUS) maximises energy efficiency within the

public domain by controlling public area lighting, artwork lighting and water feature operation. This system gives flexibility in lighting program operation, enabling close control of operating times and lighting levels to suit the level of public activity in a particular place, on a particular night, at a particular time.

Solar power is generated and fed into the grid at the 'Towers of Power' along Olympic Boulevard, and at the Education Centre, Newington Armory. Solar-power is also used in remote areas of the Park to operate leachate pumps, pathway lights and car park ticket dispensers.

Energy production and consumption 2015–16

| | |
|-------------------------------|---|
| Electricity consumption | 9,790,777 kilowatt hours in the public domain including the Authority head office. 9,120,048 kilowatt hours in the sports venues. Greenpower accounted for 6% of total electricity consumption. |
| Natural gas consumption | Natural gas consumption in the public domain comprised of 72,072 megajoules for lighting the cauldron and 4,143 litres of bottled LPG gas for barbeques at Blaxland Riverside Park 49,665 gigajoules of natural gas was used by the Sports Venues. |
| Solar power generation | 71,708 kilowatt hours supplied to the grid |
| Energy management initiatives | Replacement of old fluorescent lights in P1 Car Park with energy efficient, low-maintenance LED luminaires continues. 807 new LED luminaires (resulting in a total of 1,847 installed to date) and 212 new LED emergency lights, were installed in 2015–16. Under the NSW Energy Savings Scheme governed by NSW legislation and administered by IPART, the Authority became eligible to create 5,800 Energy Saving Certificates (ESC's) resulting from energy and carbon emission savings at P1 Car Park. Effectively these ESC's were sold in June 2016 and the Authority received income of \$171,000. |

NSW Government Resource Efficiency Policy reporting: Energy management

| Year | 2015–16 | 2014–15 | 2013–14 | 2012–13 |
|------------------------------|------------|------------|------------|------------|
| Consumption (kilowatt hours) | 18,910,825 | 18,787,215 | 19,940,969 | 19,350,227 |
| Cost (\$) | 3,070,232 | 3,585,576 | 4,357,440 | 4,034,844 |

Energy efficiency projects implemented since July 2012

| | year | annual bill savings |
|--|---------|---------------------|
| Relamping of lights at Sydney Olympic Park rail station | 2012–13 | \$19,826 |
| Cogeneration plant at Sydney Olympic Park Aquatic Centre | 2013–14 | \$250,000 |
| Replacement of luminaires at P1 Car Park | 2014–15 | \$53,314 |
| Water fountain operation changes | 2014–15 | \$85,636 |
| Replacement of luminaires at P1 Car Park | 2015–16 | \$40,000 |

Compliance with procurement standards:

- E3 New electrical appliances and equipment – complied
- E4 Minimum standards for new buildings – complied
- E5 Identify and enable solar leasing opportunities – complied.
- E7 Purchase 6% greenpower – complied



3 POLLUTION CONTROL

The Authority maintains a strong focus on environmental awareness and due diligence to minimise environmental impacts and achieve compliance of its operations with applicable water, noise, light, and air quality standards.

Stormwater runoff generated within Sydney Olympic Park is filtered through gross pollutant separation units and constructed wetlands to reduce the concentration of suspended solids and nutrients before discharge to creek systems. Stormwater litter booms are installed across three creeks that traverse the Park to capture litter originating upstream.

The Authority holds two Environmental Protection licences under the Protection of the Environment Operations Act 1997 which regulate discharge of waste from leachate bioremediation and recycled water production.

The Authority is the 'appropriate regulatory authority' for major events at Sydney Olympic Park, and operates a number of fixed noise monitoring stations across the Park.

Pollution control 2015–16

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|-------------------------------|---|
| Stormwater litter | Over 100 tonnes of pollutants were prevented from entering the Park's waterways including: <ul style="list-style-type: none">• 60.4 tonnes of stormwater litter and sediment captured by gross pollutant separation units (including 29.5 tonnes generated upstream of the Park)• 15.4 tonnes of floating litter originating upstream of the Park• 27.82 tonnes of waste from roadside pits and drains. |
| Licensed discharges to waters | 1,534 kilolitres treated leachate from the Wilson Park bioremediation system and 1,960 kilolitres treated leachate from the Blaxland Sustainable Leachate Treatment Wetland was discharged to the Parramatta River in accordance with Licence conditions. 74,000 kilolitres of reverse osmosis retentate was discharged to Haslams Creek from the WRAMS recycled water plant in accordance with Licence conditions. |





4 WASTE AND MATERIALS SUSTAINABILITY

Sydney Olympic Park Authority seeks to minimise waste generation and maximise reuse and recycling. Sustainable, recycled and recyclable materials are used wherever practicable in new developments, asset refurbishment and maintenance programs.

Over 600 waste bins and 50 ash cylinders are installed across the Park's public domain. Additional bins are deployed during major events. Comingled waste from waste bins is sorted off-site for recycling. Containers sorted from comingled waste are 100% recycled. Green waste is reused as mulch, and construction waste is source-separated for recyclables wherever possible.

Stormwater sediments, including litter trapped in litter booms, gross pollutant traps, and kerbside drains and dredgings, cannot be recycled due to high levels of contamination and is therefore sent to licensed receiving facilities and landfills.

Ten remediated landfills covering 105 hectares of the Park and predominantly containing domestic and industrial waste and demolition rubble dating from 1950s to 1970s are managed to protect human health and the environment. Most leachate generated by these landfills is transferred to a nearby liquid waste treatment plant, however implementation of a Sustainable

Leachate Treatment Strategy that promotes low energy on-site treatment of leachate is well underway. Leachate from three of the Park's landfills (Wilson Park, Blaxland and Golf Driving Range) are treated on-site in wetland treatment systems.

Backwash water from the Sydney Olympic Park Aquatic Centre is discharged to a constructed wetland, and supports aquatic habitat, irrigation and recycled water production.

Sustainability principles are embedded in the Authority's Urban Elements Design Manual and Park Elements Design Manual, which identify approved performance standards, styles and materials for park infrastructure and furniture. Lights, paving blocks, seating and trees are salvaged from construction projects and reused/replanted where possible. Park furniture made from wood composites is used in selected applications; the material is promoted as an alternative to hardwoods with no requirement for painting or oiling and is made from waste wood fibre mixed with recycled HDPE (milk bottle) plastics.

Temporary event overlay, including marquees, stages, fencing, tables and chairs, audio and lighting equipment is hired rather than purchased to reduce storage area requirements and to avoid idle resources during non-event periods.



Waste generation and recycling 2015–16

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|---------------------------------|---|
| Public domain waste | 557 tonnes of waste was collected from the public domain including 432 tonnes of comingled waste (38% recovered for recycling) and 6.4 tonnes of cardboard and paper (95% recycled). |
| Greenwaste | 708 tonnes of comingled waste was collected from the Authority's sports venues. 70% was recovered for recycling. All sorted containers were recycled. 268 tonnes of greenwaste that couldn't be re-used within the Park was disposed at landfill. |
| Construction materials | Construction material including concrete, asphalt, timber, bricks, plasterboard and steel were recycled. Percentage recycled range from 72% for fill/Virgin Excavated Natural Material to 100% for concrete, timber and plasterboard. |
| Stormwater litter | Over 102 tonnes of sediment and litter wastes were captured in gross pollutant separation units, floating litter booms, and roadside pits and drains |
| Leachate | 31,512 kilolitres was transferred to a liquid waste plant for treatment and 10,013 kilolitres was bioremediated on-site, (up from 4,300 kilolitres treated on-site in 2014–15). Approximately 40% of extracted leachate was treated biologically on site. |
| Aquatic Centre backwash | Approximately 11,076L discharged to constructed wetlands. |
| WRAMS reverse osmosis retentate | 77,602 kilolitres was discharged to Haslams Creek in accordance with licence conditions |
| Volunteer clean up | 1052 kg of litter originating upstream of the Park was collected by volunteers cleaning up the Park's waterways. Litter was primarily comprised of plastic bottles, food containers, styrofoam and straws. |
| Waste management initiatives | Construction of a new leachate treatment wetland at the former Golf Driving Range Landfill was completed in June 2015. The system uses natural wetlands to treat leachate on site and reuses the treated water for irrigation of plantings back over the landfill. A 12 month establishment phase ended in June 2016 and proof of performance testing commenced in July 2016. |



| | |
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| Noise | The Authority's Noise Management Plan is being reviewed in conjunction with the five-year review of the Sydney Olympic Park 2030 Masterplan, which will incorporate input from key stakeholders such as major event venues and surrounding residential communities. The Authority currently provides event-specific noise information updates to local residents via a range of communication channels. Noise levels are monitored during the event to ensure compliance with the noise management plan and approved limits. |
| Pollution incidents | No penalty notices or enforcement actions for environmental non-compliance were taken against the Authority. Several pollution incidents originating upstream of the Park were reported to regulatory authorities. No significant environmental harm was observed as a result of these incidents. |

NSW Government Resource Efficiency Policy reporting: Air emissions

Compliance with procurement standards:

- A1 Air emission standards for mobile non-diesel plant and equipment
- A2 Low VOC surface coatings

No mobile non-diesel plant and equipment was purchased in the reporting period.

The Authority has a number of existing terms maintenance contracts which predate Policy requirements; policy requirements will be included in any new term contracts let. Standard ProcurePoint contracts issued by NSW Department of Finance, Services and Innovation are utilised in capital works projects undertaken by the Authority.

NSW Government Resource Efficiency Policy reporting: Top waste streams – volume & disposal cost

| | | | |
|--|--|-------------------|-----------|
| Construction waste | Asbestos-contaminated spoil, Dawn Fraser Avenue road extension | 857 cubic metres | \$248,525 |
| Leachate | Off-site disposal only; volume generated is highly rainfall-dependant | 31,512 kilolitres | \$522,306 |
| Public domain waste (Park) | Includes major event waste, which is dependant on the number and nature of major events and incurs higher costs than general public domain waste due to the need to bring in and remove additional skip bins | 557 tonnes | \$204,586 |
| Public domain and kitchen waste (Sydney Olympic Park Venues) | | 708 tonnes | \$130,000 |

5 BIODIVERSITY

Approximately half of Sydney Olympic Park is zoned under planning legislation for environmental conservation and management due to its high ecological values. Key habitats include remnant forest and estuarine wetlands, the former Brickpit, constructed freshwater wetlands and planted grassland and shrubland habitats. The Park supports over 400 native plant species and over 200 native animal species. These include 3 endangered ecological communities, over 200 native bird species, 7 species of frog, 11 species of bat, 16 species of reptiles, native fish, many thousands of species of invertebrates, protected marine vegetation, and 3 threatened plant species.

The high species richness and abundance in the geographic centre of a large city contribute to the Park's high ecological, aesthetic and educational values.

Boardwalks, pathways, and the aerial Brickpit Ringwalk provide visitor access to ecologically-sensitive areas whilst ensuring their protection.

A Biodiversity Management Plan guides the Authority in stewardship of the biodiversity assets under its care and in compliance with environmental legislation. Thirteen species and communities are identified as having particular conservation significance and are the focus of targeted conservation programs.

All areas of high biodiversity value are under an active habitat management program implemented by qualified bush regenerators. Targeted control programs are implemented for foxes, cats, feral bees, gambusia, saltwater mosquitoes and nesting ibis. Water levels in over 65 constructed freshwater ponds and the estuarine Waterbird Refuge are actively managed to support wildlife use and wetland health. A cyclic draining program is applied to a subset of the 22 habitat ponds in Narawang Wetland each year to promote frog breeding and recruitment.

The Authority manages the remnant estuarine wetlands and forest of the 48-hectare Newington Nature Reserve on behalf of and in close consultation with the NSW National Parks and Wildlife Service





Biodiversity 2015–16

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|---|--|
| Number of native wildlife species recorded in 2015–16 (10-year trend in brackets) | 5 microbats (increasing); 126 birds (stable); 6 frogs (stable); 2 possums (stable); 7 reptiles (stable) |
| Number of threatened species sustained | Three endangered ecological communities Three threatened plant species; two resident threatened fauna species; several threatened migratory fauna species One endangered population |
| Area and condition of key habitats | Sydney Turpentine Ironbark forest extent 17.6 hectares; 88% in good condition and 12% immature and regenerating Saltmarsh extent 25 hectares; 85% in good to fair condition Mangrove extent 73 hectares; 80% in good to fair condition, some dieback due to impounding of tidal waters Swamp Oak Floodplain Forest extent 7 hectares in good condition Shrubland extent 10 hectares; 30% in good condition and 70% immature new plantings |
| Habitat management and restoration | Over 200 hectares of ecologically-sensitive land was managed by bush regeneration contractors, investing 13,900 hours of works. A total of 30,906 plants (7,608 shrubs, 23,298 groundcovers, grasses, sedges and vines) were installed, including 12,486 local provenance plants. 560 kg of Alligator Weed and 1,360kg of Pampas flower stalks were removed in ongoing noxious weed management programs. Key habitat works included: <ul style="list-style-type: none"> • Further habitat enhancement at Little Kronos Hill, with 13,000 plants installed – primarily groundcovers and grasses • Rehabilitation of two frog ponds in Kronos Hill with the removal of exotic grasses, senescing vegetation, thinning of canopy specimens and planting of native grasses, groundcovers, and sedges. • Further staged noxious weed removal and habitat replacement within the Brickpit, including removal of 1,700square metres of Lantana and 120 mature Pampas Grass, control of colonising tree species and installation of 4500 new plantings. • Rehabilitation of bird and frog habitat in Narawang Wetland involving stripping and resetting of a frog breeding pond, thinning of trees and installation of 3,000 shrubs and groundcovers. |



Ecological survey programs

996 volunteer hours were donated by members of the Cumberland Bird Observers Club, NSW Frog and Tadpole Study Group, Australian Herpetological Society, Birdlife Australia, and members of the community to undertake ecological monitoring programs and to deliver the Park's annual ecology seminar 'Life in the Park'.

96 native bird species were recorded in the annual spring bird census conducted by volunteers from Cumberland Bird Observers Club. 41 bird species were recorded breeding in the Park.

Target species are adopting artificial nest and roost boxes installed to compensate for the lack of tree hollows in the Park's immature tree plantings. The Red-rumped Parrot used 3 nest boxes for breeding in 2015–16. Three species of microbats, including the threatened Southern Myotis fishing bat, were identified as using a number of bat boxes. Southern Myotis were first observed in 2014–15. Juvenile Southern Myotis were seen for the first time in 2015–16.

White-striped Freetailed Bats returned to the Park for the annual maternity season. As part of a long-term monitoring program on a maternity roost, 12 bats were trapped in 2015–16, with a total of 87 bats microchipped since 2008.

The Green and Golden Bell Frog population is showing a declining trend in breeding activity and abundance, though still remains relatively large. The 2015–16 season saw breeding occur in all precincts where bell frog habitat occurs and the annual monitoring program indicates that the Brickpit remains the stronghold of this species.

The resident White-bellied Sea-Eagles are again nesting in Newington Nature Reserve, with live streaming of the nest provided by Birdlife Australia's EagleCam.

Mosquito treatments

Seven helicopter applications and four ground applications of Bti mosquito treatment were applied within the Park's estuarine wetlands during the 2015–16 summer.



6 PUBLIC OPEN SPACES

The public open space of Sydney Olympic Park provides opportunities for sport, leisure, arts, cultural and educational programs and activities, and for the conservation and protection of flora and fauna. It includes the 430-hectare ‘parklands’ (which contain 100 hectares of public recreational space), and green space, pocket parks and plazas within the emerging Township. The parklands are identified in the Sydney Olympic Park Authority Act 2001 and managed by the Authority in accordance with the statutory provisions of the Parklands Plan of Management (2010).

The Park contains areas of cultural heritage significance — including Newington Armament Depot and Nature Reserve, and the Olympic Cauldron (listed on the NSW State Heritage Register), as well as the Vernon buildings and gardens of the former NSW State Abattoir, and buildings from the former State Brickworks.

Public open space 2015–16

Parklands visitation 2.8 million people visited the parklands throughout the year, being 28,151 people per hectare of parklands recreational public open space. The core visitation areas of parklands recreational public open space (Bicentennial Park, Wentworth Common and Blaxland Riverside Park) are generally full to capacity on most weekends. Over 38,000 school students participate in environmental excursions and education events within parklands each year. The annual parklands User Survey rated overall satisfaction with parklands at 8.6/10, and satisfaction with parklands maintenance at 8.3/10 (8.4/10 for Township and 8.3/10 for Recreation and Conservation areas).

Open space
development and
facilities

Brickpit Park between Murray Rose Avenue and the Brickpit has been completed. The Park is connected to Bennelong Parkway via new pedestrian pathway and stairway with lighting. It features turf recreation space, a new picnic area, and a Brickpit viewing point.

Concord West Playground in Bicentennial Park was upgraded with a new sustainable soft fall surface made from recycled electrical cable sleeving, log seating, and additional shade sails.

A bubbler/water refill station was installed at Netball Central. It has an LED screen indicating the quantity of plastic water bottles saved from waste.

CVA

Conservation Volunteers Australia partnered with the Authority in delivering a conservation volunteering program at the Park during the first six months of 2016. This pilot program provided a new way for the community to connect with the Park — 312 community and corporate volunteers participated in activities including bush regeneration, litter collection and guided interpretive walks. Over 5000 native plants were installed, 1,052 kg of litter was collected and weeding was conducted over 1,262m² of wildlife habitat.





7 TRANSPORT

The Authority seeks to maximise use of public transport by people visiting, working and studying at the Park.

The Park is well-served by train, bus, and ferry networks, with additional services provided during major events. There are 35 kilometres of shared bike paths and cycleways, with connections to regional bike routes. Bike racks are provided

throughout the Park. An integrated ticketing system is implemented by Transport NSW for certain major events attracting large numbers of people; patrons can catch public transport to the event as part of their event ticket. Authority staff are encouraged to use public transport to travel to off-site meetings.

Transport 2015–16

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|------------------|--|
| Public transport | <p>Five bus routes regularly service Sydney Olympic Park, providing connections to Lidcombe, Burwood, Strathfield, Parramatta, Rhodes, Top Ryde and Chatswood. Bus routes were amended following the opening of Bennelong Bridge, with an increase of 43 buses serving the Park from 5 June 2016 (from 258 buses per week to 301 buses per week).</p> <p>The F3 Ferry runs between Parramatta, Sydney Olympic Park and the City. 76 ferries service the Park on weekdays.</p> <p>104 trains run between Olympic Park station and Lidcombe Station on weekdays.</p> |
| Mass transit | <p>An average of 65% of major event patrons travelled to the Park by bus, coach or train to attend major events. Integrated ticketing (train and bus travel) was included in all major events.</p> |
| Cyclists | <p>961,044 cyclists visited the parklands, an increase of 15,257 compared to 2014–15</p> |

Public Transport initiatives and improvements

NSW Premier Mike Baird announced a light rail line will be constructed from Parramatta to Strathfield via Sydney Olympic Park.

Bennelong Bridge was completed in May 2016, linking Wentworth Point and Rhodes, across Homebush Bay. The bridge is for bus, cyclist and pedestrian traffic only. Bus services serving the Park now connect through to Rhodes shopping centre and train station. Additional peak hour services have been introduced.

Traffic management initiatives and improvements

The intersection of Sarah Durack Ave and Olympic Boulevard has been upgraded with funding from the Federal Blackspot Program.

New 40 km / hour signs have been installed within the Town Centre area to improve public safety. A Pedestrian Road Safety campaign was also introduced by Variable Message Signs (VMS) alerting motorists to 'Slow Down' and 'Watch for Pedestrians and Cyclists'





8 AUTHORITY OPERATIONS

The Authority seeks to integrate environmental sustainability with its administrative and Park management operations

The Authority's head office building has a 4.5 star NABERS rating (as built), and a 4 Green Star rating from the Green Building Council of Australia. The building has dual plumbing, with recycled water used for toilet flushing. The temperature of office common rooms is set with consideration of energy usage. New kitchen or office appliances typically meet a minimum 4-star water and energy rating.

The Authority's corporate passenger fleet has a high proportion of small vehicles with high fuel efficiency, and includes a petrol/electric hybrid vehicle. Petrol-fuelled vehicles use E10 fuel blends. Alternative transport offered to Authority staff to minimise vehicle use includes golf buggies, a 'Gator' and bicycles. The Authority's office building offers bicycle racks for staff use. The Authority encourages staff to walk to meetings within the Park where practical, and promotes walking as healthy exercise for staff and visitors.

Electronic office equipment is purchased through Government contract and meets the mandatory energy efficiency ratings. Papers used for print and copying tasks are certified as sustainable products through the Forestry Stewardship Council or the Programme for the Endorsement of Forest Certification. Ink and toner cartridges and

used office paper are recycled; obsolete and redundant electronic equipment is recycled. Externally-printed documents and marketing materials are printed on recycled paper using vegetable-based inks where possible. Electronic rather than printed media is increasingly being used for these documents.

Contractors play a key role in the operation and maintenance of Sydney Olympic Park. Over forty service contracts deliver works including landscape maintenance, waste management, cleaning, bush regeneration, building and infrastructure management, feral animal management, tree services, irrigation and road maintenance. Works specifications define contract environmental management responsibilities, and environmental performance is considered in tender assessment. Contractors must conduct an environmental risk assessment prior to commencing works and undertake an environmental induction if working in natural areas. Performance is assessed throughout the contract term, to promote high standards and continual improvement.

The Authority conducts extensive environmental education and training programs that target students and adults, and Authority staff and contractors.



Authority Operations 2015–16

Electricity consumption

193,749 kilowatt hours of electricity was used in the Authority’s head office at 8 Australia Ave, equating to 1,745 kilowatt hours per full time equivalent (FTE), and 106 kilowatt hours per square metre of floor space.

Greenpower purchased accounted for 6% of total electricity consumption.

Fleet vehicles

Approximately 83,700 kilometres were travelled by the Authority staff for business purposes. The Authority maintained a fleet of 16 passenger and light commercial vehicles. The passenger vehicle fleet achieved an ‘environmental performance score’ of 13.79, up from 13.6 in 2014–15.

Office supplies and publications

1,131 reams of white A4 paper were purchased for Authority offices (10 reams per FTE per year).

Surplus and obsolete office equipment (including 4 laptops, 56 monitors, 7 printers, 42 computers, 2 photocopiers, and 22 mobile phones) were recycled.

An electronic system of processing staff timesheets was introduced, eliminating the need for paper forms and thereby reducing paper consumption.

Contractors

New service contracts were developed, tendered and awarded for key maintenance services including parklands landscape maintenance, natural areas maintenance (wetlands), stormwater system maintenance and waste management.

210 Work Permit applications for various development and maintenance works around the Park were formally risk assessed and approved.

198 contractors working at the Park received environmental induction training in compliance and best practice environment management. 163 contractors, staff, researchers and visitors received site or project-specific induction training.

The Authority’s security contractor (Australian Concert and Entertainment Services) has a biodiesel-fuelled ute in their Park patrol fleet. The ute travelled 15,786 km, with an emissions saving of 379 kilograms CO₂ equivalent of greenhouse gas emissions. The electric bike travelled 256km and saved 51 kilograms CO₂ equivalent of greenhouse gas emissions.



Environmental education and training programs

Over 38,000 school students participate in environmental excursions and education events within parklands each year.

Newly-developed science programs at the Waterbird Refuge were delivered to over 700 primary and secondary students from seven schools.

Authority staff received training in regulatory compliance requirements for pesticide use and management.

The Authority presented sustainability activities at the Royal Easter Show for over 2,500 primary and secondary students.

The Authority coordinated the inaugural two-day Urban Nature Camp for students, aimed at helping young people to develop a love for nature and launch an action project in their school or local community. Partners included City of Canada Bay Council, GWS Giants, NSW National Park and Wildlife Service, Sydney Olympic Park Lodge and Birdlife Southern NSW.

Youth Eco Summit (YES) 2015 was attended by over 3,000 primary and secondary school students from 85 schools across Greater Sydney and Illawarra. Hundreds of people connected to live video streaming of the event.

387 visitors attended 20 Technical Insight Tours showcasing the Authority's environmental management and sustainability strategies. Sustainability tours were provided to the Geography Teachers Association Conference. The Authority delivered two Koori Classroom Teachers Professional Learning Days on indigenous perspectives to 50 teachers.

Three Wetland Education and Training (WET) workshops were attended by 61 wetland management professionals. Two university students conducted research on mangrove health and wetland hydrology.

The Authority co-hosted a one-day regional Bushcare forum in partnership with Greater Sydney Local Land Services, attended by 120 community bush regenerators.



9 PARK DEVELOPMENT

Venues and facilities built for the Sydney 2000 Olympic and Paralympic Games were designed with a strong focus on ecologically sustainable development principles, with particular emphasis on energy and water conservation features and sustainable material selection. These principles inform new developments built under the Sydney Olympic Park Master Plan 2030.

Post-Olympics, many older sports and commercial buildings within the precinct have been connected to the recycled water system, thereby reducing potable water consumption across the Park. The Authority is moving towards connecting all existing buildings and new developments to the recycled water system

New development is subject to precinct wide planning principles established by *State Environmental Planning Policy (Major Development) 2005*, Master Plan 2030 and the Sydney Olympic Park Authority Environmental Guidelines 2008. These address matters including:

- Land use zoning comprising mixed use development, public recreation, environmental conservation, environmental management, national parks and nature reserves, infrastructure and neighbourhood centre

- Environment and heritage conservation
- Building sustainable development objectives, including minimum 4 to 5 stars under the Green Building Council Australia rating scheme and 4.5 stars NABERS energy rating, and connection to recycled water
- Transport and traffic controls, including travel management, car parking restrictions and provision for bicycle infrastructure

Sustainability initiatives incorporated into developments completed in 2015–16 include:

- Dawn Fraser Avenue extension was completed in 2015–16. Water Sensitive Urban Design elements have been incorporated into roadway design, including a stormwater interceptor system and bio-treatment swales along Bennelong Road. Recycled material used in construction included 750 tonnes of Enviro sand for stormwater pipe bedding and 1,200 tonnes of unbound base for pavement.



Return On Investment

In the years since the 2000 Olympic and Paralympic Games, over \$2.5 billion in private sector development projects have been developed, with a further \$500 million in the planning and approval phases.

In addition to the Park's long-term private sector investment, supported by on-going government investment in key public infrastructure, Sydney Olympic Park makes a significant economic contribution of well in excess of one billion dollars annually to the New South Wales economy.

Key contributors to this figure include major sporting events such as the State of Origin matches, international Rugby Union and Football matches and annual events such as the Sydney Royal Easter Show. Major concert events by local and international artists such as Taylor Swift, conventions, trade shows and exhibitions at Sydney Showground and Allphones Arena also drive economic activity for the State and the region.

The ongoing contribution of events at ANZ Stadium, the recently renamed Qudos Bank Arena, Spotless Stadium and Authority-managed venues, plus the day to day economic activity generated by the almost 230 organisations who today call the Park home makes for a unique place in Sydney, and arguably the most beneficial commercial legacy of the Sydney 2000 Olympic Games.

This economic activity continues to expand as the Park plays host to even more conferences and trade shows, in part due to the Sydney International

Convention and Exhibition Centre closing for redevelopment for three years ending in late 2017. Many major conferences and exhibitions have successfully transitioned to the Park for this period, further boosting the Park's ongoing contribution to the State economy.

The Park's calendar of regular major events, together with one-off spectacles such as the 2015 Netball World Cup and the tour matches by English Premier League giants Chelsea and Tottenham Hotspur football clubs attracts significant interstate and overseas visitation, directly contributing to the Government's goals of increasing tourism numbers.

The Park is also a popular filming site, with major movies such as *The Wolverine* and the soon to be released *Hacksaw Ridge* filming within the Park, together with a wide range of television commercials and programs making use of the Park's mix of urban and green spaces. These shoots require significant cooperation from the Authority and Park stakeholders but contribute to the NSW Government's commitment to making the state the most attractive destination in Australia for screen production.

In addition to contributing 70 per cent of its annual operating cash expenses (excluding depreciation) during 2015–16 through revenue sourced from operations, the Authority remits to NSW Treasury proceeds from land sales.



The Authority generates returns on Government investment through:

- economic development through property development activity;
- playing a vital role in hosting iconic sporting, entertainment and business events, attracting international and interstate visitors and generating significant economic activity; and
- generating increased revenue to reduce the cost to the Government of maintaining the precinct.

Financial returns to reduce costs to Government

The Authority is contributing to an increasing proportion of its annual expenses from a variety of self-generated revenue sources.

Total expenses

The Authority’s expenditure has generally remained steady despite expanding demands on maintenance of the Park’s aging infrastructure and the increasing visitation and activation of the precinct.

Current expenditure covers:

- Sydney Olympic Park operations, including maintenance of the 430 hectares of parklands and the parklands-based education programs;
- the operation of government-owned sports venues, including the Aquatic, Athletic and Archery Centres, the Hockey Centre and the indoor Sports Centre and Sports Halls;
- property and asset management, including maintenance of pavements,

heritage buildings, community facility buildings, public spaces, roads, landscape maintenance, lighting and public art;

- event management and support, including event security and safety;
- environmental services, including recycled water, leachate treatment of remediated land, and environmental monitoring;
- promoting business and sporting events; and
- urban design and town planning, including the implementation of the Sydney Olympic Park Master Plan 2030, building approvals, transport and traffic planning.

It should be noted that depreciation and amortisation accounts for approximately 39 per cent of total expenses. The Authority continues to review assumptions of the estimated useful life of assets to ensure that the depreciation expense is indicative of asset servicing profiles.

The Authority has a detailed asset management plan to assist decision making on future asset replacement and renewal, expenditure and priorities



Commercial leases and contracts

The Authority generated \$13.9 million in rental and recurrent lease-related income. This included revenue from the following:

- ANZ Stadium
- Quodos Bank Arena
- Accor Hotels
- Royal Agricultural Society of NSW
- Australian Paralympic Committee
- NSW Police
- Sydney Trains
- Greater Western Sydney Giants AFL Club
- Armory Wharf Cafe
- Jacaranda Square Cafe
- Other agreements including outdoor signage and vending machines; and
- Various arts, community associations and sporting groups.

Sydney Olympic Park Sports Venues (Aquatic, Athletic, Archery, Hockey, Sports Centres and Sports Halls)

The Sydney Olympic Park Aquatic Centre, Athletic Centre, Archery Centre, Sports Centre, Hockey Centre, Sports Halls and the Satellite Venues, which include Wilson Park, Armory Martial Arts Centre, Tom Wills Community oval and a community playing field at the Armory are market-leading facilities, owned by the NSW Government.

The Sports Venues achieved their recurrent budget in 2015–16 in the face of significant challenges. Revenue shortfalls were primarily from event booking levels at the Sports Centre and the closure of both of the Athletic Centre tracks to facilitate the laying of new tracks.

The Venues were successful in maintaining strong enrolment numbers in the Swim School program and increased general pool visitation numbers. Strategies were implemented to manage wages and utility costs that resulted in the Venues finishing the year well within budget.

In addition to once again meeting budget the 2015–16 year has seen many milestone achievements. The most significant of these achievements have included;

- The replacement of 2 tracks at the Athletic Centre Competition Arena and Warm Up Arena. The new track is a state-of-the-art Rekortan synthetic track made by Polytan. The Athletic Centre has been modelled on the Berlin Olympic Stadium with a blue grey colour scheme, which is considered one of the premier European athletic facilities.
- In 2015 a major storm caused significant water damage to the existing Athletic Centre video board at the Competition Arena. The replacement project that followed led to the installation of a new 16 pitch LED video board. The new video board was used for live streaming at the National Athletic Championships.
- The supply and installation of a new portable retractable seating utility at the Sports Centre
- Major overhaul and replacement of the Aquatic Centre switchboard, submersible pumps and house lighting
- The completion of in excess of \$2.7M in major repair projects



- The hosting of many State and National Championships sports events across all Venues. This included the hosting of the National Short Course Swimming Championships at the Aquatic Centre, National Athletics Championships and Olympic Qualifier, National and International Volleyball World League, National Badminton Championships, National U/21 Hockey Championships, Swifts Netball matches, NSW Archery state event and interim home court for the Sydney Kings during their relocation phase.
- The hosting of large scale commercial productions including X Factor, Nickelodeon, The Bachelor and rehearsal venue for Opera Australia's iconic Opera on the Harbour performance season.
- The induction of the latest intakes into the NSW Hall of Champions
- The Aquatic Centre celebrating its 23rd millionth visitor with more than 1.1 million visitors each year.

All of the Sports Venues continue to enjoy an enviable reputation for providing excellent facilities for community; recreational and elite level programs and events. A major threat for us will continue to be our ability to maintain these standards in a situation of ageing infrastructure and the available funding for major repairs.

Car Parking

Car parking continues to provide a major source of revenue, reflecting the ever-increasing numbers of people using Sydney Olympic Park and attending the over 5,600 events held in the Park annually. This growth is also reflected in the increasing numbers of people using public transport to travel to and from the Park.

2,020,990 vehicles parked onsite in 2015–16 generating parking revenue of \$19,829,405.

Business Events

In 2015–16, the Authority continued to work closely with the Park's venues, Government and industry bodies to attract both domestic and international meetings, conferences, special events and exhibitions to Sydney Olympic Park.

Business events highlights in 2015–16 included:

- The successful hosting of two major incentives including the Congress of the World Federation of Hainanese Associations 2015 held at Sydney Showground in November 2015, attracting approximately 1750 delegates and Nu Skin Greater China at Sydney Showground in April 2016, attracting approximately 4,000 delegates for a Word Record activity, business session and farewell gala dinner.
- Successfully recorded the second highest domestic revenue figure since the inception of the Business Events model in 2003.



- The Business Events team was recognised for exemplary management practice and outstanding performance, taking the 2015 State Winner Award in the category of 'Regional Destination Marketing Organisation' at the Meetings & Events Australia (MEA) Industry Awards.
- Secured financial commitment from all onsite venues to support the Business Events model and fully fund the Business Events Sales Executive position.
- Hosted four major venue showcases attracting a total of 54 potential new corporate clients to the Park as well as over 148 individual client site inspections for pending leads.

Overall, the Authority's Business Events Unit reported strong results in 2015–16. The total number of leads generated was 587 of which 151 were converted into new business for the Park and its venues. The team successfully achieved a 5% increase in domestic revenue securing \$2,977,756 in confirmed business (compared to \$2,846,112 in 2014–15), the second best end of year result since 2003. Additionally, new international business secured for Sydney Olympic Park was valued at \$850,000, through confirmation of Nu Skin Greater China 2016. Combined, total revenue (including domestic, international and accommodation revenue) generated through the Business Events Unit in 2015–16 is \$3,873,563.

Future challenges and direction

During the coming year the Authority will maintain its focus on deriving increased revenue from property rents and commercial hiring, commercial operations, estate levies, sponsorship arrangements and car parking, thus further contributing to the Authority's self-funding of operational costs. In addition the Authority continues to explore new revenue sources to reduce costs to Government.

Increasing residential development will continue to feature in the dynamic and evolving suburb that is Sydney Olympic Park. Initiatives arising from the Sydney Olympic Park Master Plan 2030 review will lead to increased activation of the precinct with a new focus on retail and entertainment land uses in the Park whilst continuing new residential and commercial office developments.

In driving income sources harder and targeting incremental reductions in Treasury funding, the Authority aims to demonstrate long-term improvement in business performance and sustainability.

Appendices

Annual Report availability and costs

The Sydney Olympic Park Annual Report 2015–16 is available online at www.sydneyolympicpark.com.au.

The total costs of producing the Annual Report were captured within existing resources.

Code of Conduct

Authority staff are bound by the requirements of the Public Sector Employment and Management Act 2002, the Sydney Olympic Park Authority Code of Conduct and other relevant legislation applying to public employment.

| Board members | Meetings held | Meetings attended |
|----------------------|---------------|-------------------|
| Hon Michael Knight * | 6 | 6 |
| John Coates | 6 | 5 |
| Liz Ellis | 6 | 6 |
| Alan Marsh* | 6 | 6 |
| Pippa Downes** | 6 | 1 |
| Jill Davies** | 6 | 0 |
| Romilly Madew** | 6 | 0 |
| John Fahey** | 6 | 0 |
| David Baffsky** | 6 | 0 |
| Matt Miller*** | 6 | 0 |

* Mr Knight and Mr Marsh's terms with the Board ended on 30 June 2016.

** The Authority was advised of the appointment of new Board Directors the day before the final meeting of the period. Accordingly, only one of the new Directors was able to attend.

*** Additionally Matt Miller, as Chief Executive of the Office of Sport, would assume the role of Director for the purposes of Section 61 (ii) of the Sydney Olympic Park Authority Act in lieu of the Chief Executive Officer of the Sydney Olympic Park Authority.

Committees

Access Advisory Committee

The committee advised Sydney Olympic Park Authority on the assessment and management of access to Sydney Olympic Park by people with a disability.

Mr Mark Relf (Chair)

Ms Jean Halcrow

Ms Robyn Thompson

Mr Alex Biddolph

Mr Glenn Redmayne

Ms Jane Bringolf

Ms Jane Bryce

Ms Jennifer Moon

Audit, Risk and Compliance Committee

The committee addressed financial, accounting, reporting and internal controls, risk management and compliance issues in accordance with the Committee Charter and Treasury Circular NSW TC09/08

John Coates (Chair)

Liz Ellis

Greg Fletcher



Design Review Panel

The panel convened on four occasions in the past year to review a range of proposed development, urban domain and infrastructure projects. The panel provided the Chief Executive Officer with independent design advice on these proposals as well as the design process generally – contributing to the high quality of development at Sydney Olympic Park.

The current members comprise:

Peter Poulet (Chair)

Peter Mould

Bill Tsakalos

Professor Peter Webber

John Choi

Linda Corkery

Caroline Pidcock

Garry Fielding

Millennium Parklands Advisory Committee

The Sydney Olympic Authority Act requires the establishment of a committee to be known as the (Millennium) Parklands Advisory Committee. Initially established in 2002 the statutory committee role is primarily to advise the Authority in relation to the making of the Parklands Plan of Management, and in addition it may make recommendations to the Board on matters relating to the care, control and management of the Millennium Parklands or other matters referred to it by the Authority's Board from time to time.

In August 2014 the Authority's Board

put the Millennium Parklands Advisory Committee into a state of quiescence given its functions relating to the Plan of Management 2010 were completed and no other key matters required attention in the near term.

The Committee will meet in future, on a needs basis as determined by the Board.

Consultancy services

No consultancy services were engaged by the Authority in 2015–16.

Contacting Sydney Olympic Park Authority

Sydney Olympic Park Authority

Level 1, 8 Australia Avenue

Sydney Olympic Park NSW 2127

Telephone 02 9714 7300

Facsimile 02 9714 7818

Email enquiries@sopa.nsw.gov.au

Online www.sopa.nsw.gov.au

Office hours 8.45am to 5.15pm,
Monday to Friday

Credit card certification

Credit card use within the Authority has been in accordance with the Premier's Memoranda and Treasurer's Directions.

Disability Inclusion Action Plan, 2015–2018

The Sydney Olympic Park Authority Disability Inclusion Action Plan (DIAP), 2015–2018 has been developed to be consistent with the New South Wales (NSW) Government's Disability Inclusion Plan, 2015, under the requirements of the NSW Disability Inclusion Act 2014 and the



Commonwealth Disability Discrimination Act–1992. This Disability Inclusion Plan translates into action the NSW Government’s commitment to improving the opportunities for people with disabilities to share fully in community life.

The DIAP Annual assessment provides an opportunity for Sydney Olympic Park Authority to measure and record its achievements and to demonstrate its ongoing commitment to equity and access in all aspects of service provisions.

All Authority managers that are identified within the DIAP as having a role of responsibility are interviewed annually, usually during the months of May–June by the manager of the Authority’s Building Services Unit. The detailed results from this interview process carried out with all identified persons/managers are then presented in a mandatory Annual Assessment Report and any areas identified with a deficiency are actioned accordingly.

All issues identified during the Annual reviewing process have been actioned to enhance accessibility awareness and services within the Sydney Olympic Park Authority and Sydney Olympic Park as a whole.

The NSW Disability Inclusion Act–2014 sets parameters which require Government Authorities and Agencies to measure and report on their progress in creating access for people with disabilities. This is required under Part 2, Division 3 (13) of the Disability Inclusion Act–2014.

The Sydney Olympic Park Authority has achieved areas of providing access during years 2015–2016. This includes upgrading of built environment infrastructure and providing staff training to better offer accessible services to the community within Sydney Olympic Park.

The Authority must review this DIAP before the end of each four (4) year period after the day the Authority is required to have this DIAP in place. This DIAP will also be published on the Website of the Authority.

The following main areas have been identified as being areas where access requirements and considerations have been met by the Authority during years 2015–2016;

Systems and Processes

1. The Authority continues to provide for persons with Disability into Emergency Management Plans, which involves safe areas and evacuation procedures.
2. The Sydney Olympic Park Archery Centre provides classes that cater for persons with disability.
3. The Sydney Olympic Park Athletic Centre provides athletics carnivals that cater for autistic athletes.
4. The Sydney Olympic Park Aquatic Centre provides swimming school classes that cater for persons with a disability.
5. The Authority’s Education Unit provides customised / modified programs upon request that cater for persons with a disability. It has in the past delivered modified wetlands education experiences



for groups with sight and hearing loss.

6. The Authority has commenced work on an 'Access Guide' to promote the services and facilities available for people with disability within Sydney Olympic Park and its venues.

7. The Authority continues its commitment to publish any marketing type document in an accessible format upon request from the public.

8. Training was provided for the Authority's in-house Graphic Designer to be able to develop accessible documents, including PDFs to meet best-practice accessibility and assist with the Authority's WCAG compliance.

9. The Sydney Olympic Park suite of websites continues to meet WCAG Level AA standards and work continues to make our websites more accessible.

10. The Authority continues to provide access advice to all internal and external stakeholders as requested for various major events and proceedings within Sydney Olympic Park on a regular basis.

Attitudes and Behaviours

11. The Authority worked with Wheelchair Sports NSW to promote wheelchair sports at Sydney Olympic Park and provide an opportunity for the community see what it takes to be a wheelchair athlete. A wheelchair sports display was organised outside the Aquatic Centre as part of the Festival of All Abilities.

12. The Authority's Education Unit have development workshops (three times

annually) which include scenarios on management of school groups and disability groups utilising shared public space – aimed at ensuring a safe, enjoyable customer experience for all persons.

13. The Authority has included a section for persons with disability to provide constructive feedback into the Authority's feedback surveys.

14. The Authority hosted a group of children with autism and their families who discovered the mystery and magic of the Park's wetlands environment as part of the Festival of All Abilities. The tour guided by interpretive rangers allowed participants to experience sensory elements and engaging activities while exploring the Park's Badu Mangrove and the Bennelong Pond freshwater wetlands. Planning is underway for a modified program of activities in Newington Armory for the Autism Community Network in December 2016.

15. The Authority delivers professional access training including induction procedures to providing and promoting best practices/attitudes in access for all staff members, including all staff associated with the running of major events.

16. Training sessions were provided for key managers and also to all staff in relation to the NSW Government's commitment to Access, the NSW DIP and the Sydney Olympic Park Authority DIAP.

17. Special disability awareness training was provided for frontline customer service staff from Sydney Olympic Park Authority

(including the Sports Venues), as well as customer service staff from ANZ Stadium, Qudos Bank Arena, Tennis Centre and the Royal Agricultural Society. The training was provided by the national disability rights and advocacy organisation, People with Disability Australia, and incorporated key speakers from the Sydney Olympic Park community including local resident Kylie Scott and local athlete Jonathon Milne.

18. Sydney Olympic Park Authority continues to be a key member of the Festival of All Abilities Steering Committee. The Festival of All Abilities is a series of activities and events to mark Social Inclusion Week and International Day of Disability and, more importantly, to celebrate people of all abilities being active members of their communities. The Steering Committee focuses their efforts on challenging people's ideas about social inclusion and breaking down barriers to opportunities for people with a disability.

19. The Authority played an important role in the new 'Think-Ability Forum' as part of the Festival of All Abilities. This forum brought together volunteers and workers from local and state government and not-for-profits and explored current issues around caring for people with disability, Applying universal access in building design and the National Disability Insurance Scheme.

20. Achievements in access are communicated through the Authority's various communications channels, including Park News and the Park Blog, to promote a greater awareness amongst

stakeholders and the community.

Examples include:

- a. Return to Sport — http://www.sopa.nsw.gov.au/resource_centre/park_news/park_news/new_partnership_opens_up_newington_armory_to_support_people_living_with_a_disability_return_to_sport
- b. Festival of All Abilities — http://www.sopa.nsw.gov.au/resource_centre/park_news/2015_park_news2/festival_of_all_abilities_celebrates_international_day_of_people_with_disability
- c. Disability Inclusion Action Plan — http://www.sopa.nsw.gov.au/resource_centre/park_news/2015_park_news2/taking_action_on_building_an_inclusive_society_at_sydney_olympic_park

Employment and Financial

21. The Authority has official policies in place for the following:

- Child Protection.
- Adjustments for Persons with a Disability
- Performance Management
- Equal Employment Opportunity
- Harassment

These policies are practiced as required to accommodate persons with disability. These policies are reviewed and adjusted on an annual basis as required by feedback and Legislation.

22. The Authority's corporate policies have all been re-formatted as accessible documents, to allow them to be shared through the website and comply with WCAG requirements.

23. The Authority is committed to accommodate persons living with a disability by the introduction of a new partnership between Sydney Olympic Park Authority and Royal Rehabilitation Centre which will see the creation of a community cycling hub within Newington Armory to support people with disability to return to sport.

Liveable Communities

24. The Authority is in the process of carrying out a 5 yearly review of the Sydney Olympic Park Master Plan 2030. This review has involved establishing nominated accessible paths of travel throughout the town centre as development is carried out. These connecting accessible paths of travel will be identified and provided to the community to better aid all persons to navigate freely within the town centre.

25. The Authority ensures that all capital works are subject to Access considerations and appropriate Access consultants are used to provide expert advice where necessary.

26. The outdoor class room located within Bicentennial Park has been upgraded with compliant accessible ramps and paths of travel.

27. The Authority has replaced tactile and braille way finding signage within the Town Centre as required by maintenance requirements.

27. The Authority has an official Urban Elements Design Manual (UEDM) which helps guide Access requirements throughout the Urban Domain.

28. P1 Car Park has recently had accessible upgrade works carried out on the existing built areas, these upgrades include: tactile ground surface indicators, (TGSIs), ramp kerbs, ramp and stair handrails, wheel hazards, stair nosings and ramp landings. These upgrade works were carried out in accordance with the current Australian Access Standards.

29. The Authority's Access Advisory Committee has reviewed several major projects/developments proposed to be constructed within the Sydney Olympic Park to provide expert access advice which enables these developments to capture the requirements contained in Access Legislation and the Authority's Access Guidelines.

30. The Authority ensures that all upgrades and capital/building works undertaken within Sydney Olympic Park are carried out in accordance with the relevant Australian Access Standards as well as the Sydney Olympic Park Authority's current Access Guidelines. This is a condition of development consent for all developments being constructed within Sydney Olympic Park.

31. The Authority has upgraded and improved the existing Access Guidelines to reflect and capture recent upgrades in legislation and best access practices.



Access Guidelines

The current Authority's Access Guidelines (Sydney Olympic Park Access Guidelines) are fully compliant with all existing Commonwealth and NSW State Access Legislation as at June 2016. This includes the current Building Code of Australia–2016, NSW Disability Inclusion Act–2014 and the Commonwealth Disability Discrimination Act–1992. The Authority is currently working towards total compliance with the commitments contained in the DIAP.

Amendments are carried out by the Authority to all existing detailed published Access Documents to capture any new legislation and/or Australian Standard requirements that are listed in the NSW Disability Inclusion Act–2014 and the Commonwealth Disability Discrimination Act–1992 or the current NCC, Building Code of Australia.

Economic or other factors affecting achievement of operational objectives

The residential market across New South Wales slowed throughout the year. Sydney Olympic Park's second wave of residential development (Botania by Meriton, Opal Tower by Ecove & Jewel by Payce) are well progressed or nearing completion and are underpinned by strong pre-sales achieved in the previous reporting period. Whilst previously strong demand for new stock saw excellent take up of apartments in new residential projects, market reporting suggests enquiry has slowed significantly compared to the previous few years.

Despite the slowdown developers continue to seek residential zoned development sites within the precinct. The commercial office market at Sydney Olympic Park continues to improve with tenant activity strong and the vacancy across the precinct sub 2%. We will welcome NRMA as the owner/tenant of the unbuilt site 8C (9 Murray Rose Avenue) in January 2017 as well as remaining office space at site 4B (10 Herb Elliot Avenue) becoming occupied. A significant commercial office transaction of note was the sale of 10 Dawn Fraser Ave from the Bayernfonds Group, a German owned entity, to Sandran Property Group, a privately owned Australian entity. Payce Communities Pty Ltd continue construction of the development site adjoining the Sydney Olympic Park Ferry Wharf that will deliver 256 apartments over up to 9 levels, approximately 3,000m² of ground floor retail space and an Authority owned Child Care Centre. Ecove Group & Meriton both commenced construction residential developments on Bennelong Parkway. Ecove's Opal Tower development will deliver 390 apartments over 33 levels, an Authority owned Child Care Centre and an equitable access path from Australia Ave incorporating a new rail underpass and land bridge to Bicentennial Park. Meriton's Botania development will deliver 331 apartments over up to 10 storeys and a Child Care Centre.



Mirvac acquired the development rights over the Authority-owned development Site 53 located at 2 Figtree Drive. Mirvac propose to develop around 696 apartments over 30 levels with 5 levels basement parking. The development includes an Authority-owned 1,500m² retail space which will be used as a convenience store/supermarket. Ecove acquired the rights over the Authority owned development Site 9 on Olympic Boulevard. Ecove propose to develop around 203 apartments over 32 levels, 6 levels of above ground car parking. The development also includes approximately 2,400m² of Authority owned commercial space and ground floor retail space also partially Authority owned.

FDC acquired the development rights over the Authority owned development Site 8D located on Murray Rose Ave adjacent to the Sydney Showground. FDC propose to develop around 5,800m² of commercial space and ground floor retail space.

Australian Unity acquired the development rights over the Authority owned development Site 13 located on the corner of Olympic Boulevard & Sarah Durack Ave adjacent to the Sydney Olympic Park Sports Centre. FDC propose to develop around 16,000m² of private hospital space and ground floor retail space.

Electronic Service Delivery

The Authority continues to focus on increasing the information and services available electronically.

The Authority's websites include:

www.sydneyolympicpark.com.au

the main portal for Sydney Olympic Park;

www.sopa.nsw.gov.au the main portal for

the Sydney Olympic Park Authority

www.aquaticcentre.com.au

Sydney Olympic Park Aquatic Centre

www.athleticcentre.com.au

Sydney Olympic Park Athletic Centre

www.archerycentre.com.au

Sydney Olympic Park Archery Centre

www.sports-centre.com.au

Sydney Olympic Park Sports Centre

www.sportshalls.com.au

Sydney Olympic Park Sports Halls

www.hockeycentre.com.au

Sydney Olympic Park Hockey Centre

www.monsterpark.com.au

Sydney Olympic Park Monster Skatepark, Mountain X and BMX; and

www.lifestyleatthepark.com.au

the main portal for the Lifestyle membership program.

The Authority's websites attracted 2,381,564 visits through the year, with the main Sydney Olympic Park website (**www.sydneyolympicpark.com.au**) comprising the bulk of visitation, at 1,475,569 visits.



The Authority's social media presence continues to grow. Sydney Olympic Park's Facebook page attracting approximately 67,500 likes, Aquatic Centre attracting 3,800 likes and the Monster Skatepark approximately 36,200 fans, while the Park's YouTube channel has attracted approximately 430,000 lifetime views, with an emphasis on events and leisure activities available within the Park. The Sydney Olympic Park Twitter feed was further developed during the period to convey visitor and transport messages in collaboration with stakeholders and event partners and has attracted 4,900 followers. The Authority's blog — "It's a Park's Life" — provides a behind the scenes look at the day-to-day running and development of the Park and allows customers to comment and interact with the Authority. The blog currently has over 352 followers and a total of 50 articles were posted to the blog during the period, viewed by over 11,000 readers. The Authority undertakes regular visitation reports, surveys and feedback to identify the areas of further improvement, particularly for electronic service delivery. In 2015–16, the Authority also commenced the Digital Infrastructure Review project which included comprehensive review of its digital assets and infrastructure to identify improvements and efficiencies in the way it delivers services and information to the community. A digital infrastructure solution has been designed to meet the requirements of the Authority's Digital Strategy and mobile-first approach.

Phase 1 implementation of the digital infrastructure solution commenced in March 2016 and involves development of a new content management system and service layer, using the SiteCore digital platform. The new mobile first website suite and on line pre-book parking system are expected to launch by December 2016, providing an improved online customer experience. Subsequent phases of the digital infrastructure solution implementation have been mapped and detailed scoping will commence in the coming year.

Government Information (Public Access) Act 2009 (NSW) (GIPA) and regulation

1. Review of proactive release program – GIPA Reg. Clause 7(a).

The Authority's program for the proactive release of information involves:

- Provision of information via informal access applications;
- Annual review and mandatory proactive release of policies;
- Ongoing release of tender and contract information to the e-tenders website;
- Review and consolidation of documents available on the Authority's website; and
- Review and availability of information (other than the above) that impacts on the public.

During the reporting period, the Authority reviewed this program by:

- Reviewing informal access application process and types of information releasable without compromise of third party rights, quality of information being provided and completion time frames;

- Review of policies / procedures relating to the public that could be added to the Authority's website; and
- Review of additional information to place on the website that is of public interest.

2. Number of access applications received – GIPA Reg. Clause 7(b)

During the 2015/2016 reporting period, the Authority received a total of 8 (eight) formal access applications.

3. Statistical information about access applications – GIPA Reg. Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*

| | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn | People with a Disability |
|---|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|--------------------------|
| Media | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Members of Parliament | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Not for profit organisations or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (other) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

| | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| Personal information applications* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Access applications (other than personal information applications) | 3 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Access applications that are partly personal information applications and partly other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |

Table C: Invalid applications

| Reason for invalidity | Number of applications |
|---|------------------------|
| Application does not comply with formal requirements (section 41 of the Act) | 3 |
| Application is for excluded information of the agency (section 43 of the Act) | 0 |
| Application contravenes restraint order (section 110 of the Act) | 0 |
| Total number of invalid applications received | 3 |
| Invalid applications that subsequently became valid applications | 3 |

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

| | Number of times consideration used* |
|---|--|
| Overriding secrecy laws | 0 |
| Cabinet information | 0 |
| Executive Council information | 0 |
| Contempt | 0 |
| Legal professional privilege | 0 |
| Excluded information | 0 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 0 |
| Care and protection of children | 0 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

| | Number of occasions when application not successful |
|--|--|
| Responsible and effective government | 1 |
| Law enforcement and security | 0 |
| Individual rights, judicial processes and natural justice | 0 |
| Business interests of agencies and other persons | 0 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

Table F: Timeliness

| | Number of applications |
|--|------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 5 |
| Decided after 35 days (by agreement with applicant) | 0 |
| Not decided within time (deemed refusal) | 0 |
| Total | 5 |

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

| | Decision varied | Decision upheld | Total |
|--|-----------------|-----------------|-------|
| Internal review | 0 | 0 | 0 |
| Review by Information Commissioner* | 0 | 0 | 0 |
| Internal review following recommendation under section 93 of Act | 0 | 0 | 0 |
| Review by NCAT | 0 | 0 | 0 |
| Total | 0 | 0 | 0 |

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

| | Number of applications for review |
|---|-----------------------------------|
| Applications by access applicants | 0 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 |

Table 1: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

| | Number of applications for review |
|-------------------------------|--|
| Agency-initiated transfers | 0 |
| Applicant-initiated transfers | 0 |

Informal Applications

The Authority received 34 informal applications in the financial year 2015/2016, where:

- 18 applicants were granted full access;
- 1 applicant was advised that the Authority did not hold the requested information;
- 6 applications were withdrawn;
- 3 applications were requested to submit formal access application;
- 2 applicants were denied as their requests were in breach of other legislations (Privacy and Copyright);
- 1 applicant was advised the information was publicly available;
- 3 applications were carried over to the 2016/2017 period.

Personal Information and Privacy Protection Act (PIPPA)

Personal Information

There were no applications for amendment of personal information in the financial year 2015 / 2016.

Digital Information Security Annual Attestation Statement for the 2015–16 Financial Year for Sydney Olympic Park Authority

I, Alan Marsh, am of the opinion that Sydney Olympic Park Authority had an Information Security Management System in place during the 2015–16 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of Sydney Olympic Park Authority are adequate.

There is no agency under the control of Sydney Olympic Park Authority which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.

The Sydney Olympic Park Authority has maintained certified compliance for relevant business functions with ISO 27001 Information technology — Security techniques — Information security management systems — Requirements reviewed by an Accredited Third Party during the 2015–16 financial year.



Alan Marsh
Chief Executive Officer
30 June 2016



Funds granted to non-government community organisations

During the 2015–16 financial year, \$10 million was granted to New South Wales Rugby League Ltd for the Centre of Excellence facilities.

Guarantee of service

The Authority aims for consistent excellence in the provision of information and customer services based on integrity, professionalism, timeliness, respect and openness.

Human Resources

The Authority's new Senior Executive structure was approved and recruitment action was undertaken to fill executive roles.

Merit selection training was provided to enhance the capabilities of staff participating on recruitment selection panels.

The Authority's payroll procedures and controls received the highest rating from its auditors.

An Employee Assistance Program was in place during the year to provide staff and members of their immediate family with access to a no-cost confidential counseling service on a 24 hour/7 day basis.

A performance management system continued to operate across the Authority to ensure alignment of employee work plans with organizational priorities.

Employee performance and contributions were also recognised through the operation, on a quarterly basis, of the Staff Recognition and Reward Scheme.

A bi-monthly Human Resource Management Bulletin was produced and circulated to staff throughout the organization as a means of raising awareness of contemporary HR management issues and practices.

A salary packaging seminar was also held for staff explaining the workings of salary packaging and why it may be tax effective for individuals in some circumstances.

Leave liabilities were reduced across the organisation in line with government requirements.

Recruitment and Training and Development

The Authority recruited for 33 positions during the year. Significant time and cost savings were achieved through the utilisation of the public sector e-Recruitment system.

E-learning modules were developed on Bullying Prevention and WH&S Awareness. Organisational training was also provided in the areas of procurement, social media and malware awareness. Staff also attended a variety of other training courses, seminars and conferences during the year, reflecting the occupational and functional diversity within the organisation.

Regular training was provided within the Sports Venues for staff to maintain their qualifications in relation to First Aid, Manual Handling, OH&S, and Pool Lifeguarding.

The Authority provided work experience opportunities in a range of disciplines.



Industrial Relations

There were no industrial disputes during the year.

A new Sydney Olympic Park Authority Managed Sports Venues Award 2016 was negotiated with the union resulting in salary increases in line with the Government's wages' policy. Salary increases for other staff were provided in line with the Crown Employees (Public Sector – Salaries 2016) Award.

During the Easter Show, normal working arrangements for a small number of people were suspended, and replaced by a seven day cycle of rostered shifts. Industrial arrangements agreed with the union provided the Authority with the required flexibility to meet the extra-ordinary demands of the Show period and ensured that staff was appropriately compensated for these changed arrangements.

Work Health and Safety

Health and Safety Committees and the Work Health and Safety Management Coordination Committee met regularly during the year and addressed a range of matters.

No significant lost time or major injury workers' compensation claims were incurred during the year, nor were there any prosecutions under the Work Health and Safety Act.

The Authority adopted the Fitness Passport program which provides employees and members of their families with access to multiple pools and health clubs at a greatly reduced rate than they would ordinarily pay.

The Authority arranged for on-site Influenza vaccinations for staff expressing an interest in receiving the vaccination. The vaccination program is viewed as a preventive strategy to protect employee health, and minimize disruptions to the workplace through absenteeism.

The Authority also provided skin cancer checks for employees with a significant outdoor work component in their role. First aid training was provided to staff.

Warden training was provided to staff to increase the Authority's preparedness for emergency situations. An emergency evacuation drill was also undertaken to ensure staff familiarity with evacuation procedures.

The Authority's Staff Wellbeing Committee (comprising staff representatives from each area of the organisation) met regularly during the year. The Committee is a vehicle for seeking employees' views and facilitating feedback between staff and management on staff welfare, amenity and general wellbeing issues. The Committee commenced the monthly distribution of topical health and wellbeing articles to staff

Senior Executive Profile

| Band | As at 30 June 2016 | |
|-----------------------------|--------------------|----------|
| | Male | Female |
| Band 4 (Secretary) | 0 | 0 |
| Band 3 (Deputy Secretary) | 0 | 0 |
| Band 2 (Executive Director) | 2 | 0 |
| Band 1 (Director) | 0 | 0 |
| Transitional Executives | 5 | 2 |
| Totals | 7 | 2 |
| Sum Total | 9 | |

| Band | Range as at 30 June 2016 | Avg Remuneration | Avg Remuneration |
|-------------------------|--------------------------|------------------|------------------|
| | \$ | 2014–15 | 2015–16 |
| Band 4 (Secretary) | 441,201 – 509,750 | N/A | N/A |
| Band 3 (Dep. Secretary) | 313,051 – 441,200 | 390,000 | 400,450 |
| Band 2 (Exec. Director) | 248,851 – 313,050 | 284,000 | 290,350 |
| Band 1 (Director) | 174,500 – 248,850 | 162,000* | 165,847* |

* Salaries of transitional senior officers below that of Band 1

9.35% of the Authority's employee related expenditure in 2016 was related to senior executives, compared with 9.38% in 2015.

Agreements with the Community Relations Commission

There were no agreements made with the Community Relations Commission during the 2015–16 period.

Multicultural Policies and Services Program

During the reporting period the Authority formed part of the Department of Premier and Cabinet and was in compliance with the Department's Multicultural Policies and Services Program.

Workforce Diversity

The following actions have been taken to enhance workplace diversity within the Authority

- Utilisation of aboriginal staff to develop and deliver aboriginal education programs for schools
- The Authority reviewed its Equal Employment Opportunity and Employment Adjustment for Persons with Disability policies.
- Support was provided to women to undertake study in the Events and Project Management disciplines.
- Nomination of target group members for public sector professional development programs
- Internal expressions of interest were circulated to facilitate career development opportunities for employees.
- Provision of a private space for lactation breaks, and fulfillment of religious obligations.

- A number of flexible working arrangements were approved to assist employees to better balance family and work responsibilities, including flexible working hours, part time work, job sharing, and working from home.
- Continued representation of diversity groups on committees and working groups
- Opportunities for staff to host research projects involving overseas students part completing their studies in Australia.

Initiatives proposed for 2016/2017

- Incorporation of employee and visitor access needs in planning for relocation of corporate office.
- Opportunities to increase the representation of target groups, and to increase their participation in development programs, to be explored
- Review of organisational policies and procedures to ensure consistency with diversity and equity principles
- Continued provision of flexible working arrangements to balance organisational and individual needs
- Continuation of whole-of-organisation communication forums on a quarterly basis.

Land disposal

Mirvac acquired the development rights over the Authority-owned development Site 53 located at 2 Figtree Drive. Mirvac propose to develop around 696 apartments over 30 levels with 5 levels of basement parking.

The development includes an Authority-owned 1,500m² retail space which will be used as a convenience store/supermarket. Ecove acquired the rights over the Authority owned development Site 9 on Olympic Boulevard. Ecove propose to develop around 203 apartments over 32 levels, 6 levels of above ground car parking, approximately 2,400m² of Authority-owned commercial space and ground floor retail.

FDC acquired the development rights over the Authority owned development Site 8D located on Murray Rose Ave adjacent to the Sydney Showground. FDC propose to develop around 5,800m² of commercial space and ground floor retail space.

Australian Unity acquired the development rights over the Authority owned development Site 13 located on the corner of Olympic Boulevard & Sarah Durack Ave adjacent to the Sydney Olympic Park Sports Centre. FDC propose to develop around 16,000m² of private hospital space and ground floor retail space.

Legislative change

There was no change to the Sydney Olympic Park Authority Act 2001 (SOPA Act) during the period.

Major Capital Works

During 2015–16, key capital works projects were undertaken throughout the Park.

These delivered an important program of asset creation and replacement, resulting in significant improvements to the amenity of the parklands and key areas of infrastructure in the town centre.

| Project | Cost \$ |
|---------------------------------------|----------------|
| Asset replacement | 3.150m |
| Minor works | 2.400m |
| Asset works – Sport Venues | 3.312m |
| Ferry wharf – WRAMS connection | 0.820m |
| Brickpit park | 0.989m |
| Developer funded infrastructure works | 1.666m |
| Black spot funded works | 0.471m |
| TOTAL | 12.808m |



Official overseas visits undertaken by Sydney Olympic Park Authority employees

The Authority's Manager, Community Relations, visited Tokyo to attend the Sasakawa Sports Foundation Symposium during the period 7–11 July 2015.

The symposium covered Olympic Legacy matters and the Manager, Community Relations was invited to highlight the Authority's ongoing experiences including Legacy use of sporting facilities built for the Sydney 2000 Olympic and Paralympic games and the Sydney Olympic Master Plan 2030.

All costs for the visit were met by the Sasakawa Sports Foundation.

Consumer Response

Sydney Olympic Park Authority values feedback from the community and is committed to resolving complaints effectively. Feedback and complaints can be registered with the Authority via telephone, email, websites, social media (predominantly Facebook, Twitter and Wordpress) or in person with Authority staff working in the public domain, sports venues or corporate head office.

The Authority received approximately 517 reports and complaints from the general public during the reporting period. The main areas that featured in complaints include:

- Traffic management during major events, particularly traffic delays experienced for the Taylor Swift concert on 28 November 2015

- Time taken to exit car parks
- Reports of damaged assets and facilities
- Media reports about a United Muslim of Australia event (Quest for Success) at Sydney Showground, a privately managed venue at Sydney Olympic Park.

The Authority also received 19 written compliments from customers in relation to customer service provided by Authority staff.

The Authority has a Feedback & Complaints Policy, which was reviewed and updated in February 2016. The policy outlines the procedures and processes for handling feedback & complaints and sets minimum response times so customer feedback is actioned promptly. All feedback and complaints are registered in a central database and regular reports are provided to the Executive team.

Publications

The Authority publishes a large volume of material on the Sydney Olympic Park Authority website (www.sopa.nsw.gov.au).

Throughout the 2015–16 period, Sydney Olympic Park Authority produced and distributed a range of publications, statutory reports, corporate brochures and flyers which are available on the Authority's website at:

www.sopa.nsw.gov.au/resource_centre/publications

Payment performance indicators

Trade creditors aged analysis at the end of each quarter

| Quarter Ended | Current (within due date) \$'000 | Less than 30 days overdue \$'000 | Between 31 & 60 days overdue \$'000 | Between 61 & 90 days overdue \$'000 | More than 90 days overdue \$'000 |
|----------------------|---|---|--|--|---|
| At 30 September 2015 | 2,039 | 8 | 0 | 0 | 0 |
| At 31 December 2015 | 1,179 | 1,078 | 3 | 0 | 0 |
| At 31 March 2016 | 1,039 | 3 | 0 | 0 | 0 |
| At 30 June 2016 | 34 | 0 | 0 | 0 | 0 |

Trade creditors accounts paid on time within each quarter

| Quarter Ended | Accounts paid on time target % | Accounts paid on time actual % | Amount paid on time \$'000 | Total amount paid \$'000 |
|----------------------|---|---|-------------------------------------|-----------------------------------|
| At 30 September 2015 | 95 | 98% | 43,037 | 43,676 |
| At 31 December 2015 | 95 | 99% | 43,458 | 43,703 |
| At 31 March 2016 | 95 | 96% | 18,610 | 19,446 |
| At 30 June 2016 | 95 | 99% | 72,754 | 73,116 |

1 supplier was paid penalty interest of \$47 for the year.

Protected Disclosures

The Protected Disclosures Act 1994 (NSW) offers protection to public officials who make disclosures that concern corrupt conduct, maladministration and serious or substantial waste of public money.

Within Sydney Olympic Park Authority, disclosures can be made to the Chief Executive Officer, General Manager Commercial & Corporate or the officer's supervisor.

No disclosures were reported during the reporting period.

Trends in the representation of Equal Employment Opportunity (EEO) groups

Parliamentary Annual Report Tables

Trends in the Representation of Workforce Diversity Groups

| Workforce Diversity Group | benchmark /target | 2014 | 2015 | 2016 |
|---|-------------------|-------|-------|-------|
| Women | 50% | 46.4% | 46.6% | 47.2% |
| Aboriginal People and Torres Strait Islanders | 2.6% | 0.0% | 0.0% | 0.0% |
| People whose First Language Spoken as a Child was not English | 19.0% | 13.6% | 15.8% | 16.0% |
| People with a Disability | N/A | 0.5% | 0.5% | 0.5% |
| People with a Disability Requiring Work-Related Adjustment | 1.5% | 0.0% | 0.0% | 0.0% |

Trends in the Distribution of Workforce Diversity Groups

| Workforce Diversity Group | benchmark /target | 2014 | 2015 | 2016 |
|---|-------------------|------|------|------|
| Women | 100 | 84 | 92 | 92 |
| Aboriginal People and Torres Strait Islanders | 100 | N/A | N/A | N/A |
| People whose First Language Spoken as a Child was not English | 100 | 118 | 115 | 114 |
| People with a Disability | 100 | N/A | N/A | N/A |
| People with a Disability Requiring Work-Related Adjustment | 100 | N/A | N/A | N/A |

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.

Note 2: The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.

Workforce Profile Data Workforce Diversity Report

Current Selections

Premier & Cabinet Sydney Olympic Park Authority

| 1. Size of Agency Headcount | 2014 | 2015 | 2016 | % Change 2015 to 2016 |
|-------------------------------------|------|------|------|-----------------------|
| Headcount at Census Date | 425 | 416 | 403 | -51.56% |
| Non-casual Headcount at Census Date | 196 | 194 | 195 | -49.48% |

2. Workforce Diversity (EEO) Survey Response Rate (Non-casual Headcount at Census Date)

| | 2014 | 2015 | 2016 |
|---|--------|--------|--------|
| Non-casual Headcount at Census Date | 196 | 194 | 196 |
| Non-casual Workforce Diversity(EEO) Survey Respondents at Census Date | 176 | 174 | 178 |
| Response Rate | 89.80% | 89.69% | 90.82% |

Note: All calculated Workforce Diversity data in Tables 1 and 2 are based on employee status as at Census Date.

**Workforce Diversity Actual Staff Numbers
(Non-casual Headcount at Census Date)**

2016

| Remuneration Level of Substantive Position | Total Staff (Men, Women & Unspecified) | Respondents | | | Unspecified Gender | Aboriginal & Torres Strait Islanders | People from Racial, Ethnic, Ethno-Religious Minority Groups | People whose Language First Spoken as a Child was not English | People with a Disability | People with a Disability Requiring Work-related Adjustment |
|--|--|-------------|------------|--------------------|--------------------|--------------------------------------|---|---|--------------------------|--|
| | | Men | Women | Unspecified Gender | | | | | | |
| \$0 - \$43,593 | 2 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| \$43,593 - \$57,256 | 24 | 24 | 15 | 9 | 0 | 0 | 1 | 1 | 0 | 0 |
| \$57,256 - \$64,008 | 35 | 32 | 16 | 19 | 0 | 0 | 1 | 3 | 0 | 0 |
| \$64,008 - \$80,997 | 29 | 29 | 9 | 20 | 0 | 0 | 3 | 6 | 1 | 0 |
| \$80,997 - \$104,743 | 47 | 44 | 20 | 27 | 0 | 0 | 8 | 9 | 0 | 0 |
| \$104,743 - \$130,929 | 48 | 39 | 35 | 13 | 0 | 0 | 7 | 7 | 0 | 0 |
| \$130,929 > (Non SES) | 8 | 6 | 5 | 3 | 0 | 0 | 0 | 2 | 0 | 0 |
| \$130,929 > (SES) | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 195 | 177 | 103 | 92 | 0 | 0 | 20 | 28 | 1 | 0 |

Note 1: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.

**Workforce Diversity Actual Staff Numbers
(Non-casual Headcount at Census Date)**

2016

| Remuneration Level of Substantive Position | Actual | | | | | Estimated | | | | |
|--|--|-------------|------------|-----------|--------------------|--------------------------------------|---|---|--------------------------|--|
| | Total Staff (Men, Women & Unspecified) | Respondents | Men | Women | Unspecified Gender | Aboriginal & Torres Strait Islanders | People from Racial, Ethnic, Ethno-Religious Minority Groups | People whose Language First Spoken as a Child was not English | People with a Disability | People with a Disability Requiring Work-related Adjustment |
| \$0 - \$44,683 | 2 | 2 | 1 | 1 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| \$44,683 - \$58,867 | 24 | 24 | 15 | 9 | 0 | 0.0 | 1.0 | 1.0 | 0.0 | 0.0 |
| \$58,867 - \$65,608 | 35 | 32 | 16 | 19 | 0 | 0.0 | 1.1 | 3.3 | 0.0 | 0.0 |
| \$65,608 - \$83,022 | 29 | 29 | 9 | 20 | 0 | 0.0 | 3.0 | 6.0 | 1.0 | 0.0 |
| \$83,022 - \$107,362 | 47 | 44 | 20 | 27 | 0 | 0.0 | 8.5 | 9.6 | 0.0 | 0.0 |
| \$107,362 - \$134,202 | 48 | 39 | 35 | 13 | 0 | 0.0 | 8.6 | 8.6 | 0.0 | 0.0 |
| \$134,202 > (Non SES) | 8 | 6 | 5 | 3 | 0 | 0.0 | 0.0 | 2.7 | 0.0 | 0.0 |
| \$134,202 > (SES) | 2 | 1 | 2 | 0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total | 195 | 177 | 103 | 92 | 0 | | | | | |

Note 1: Estimated figures are calculated on the basis of the number of employees that have responded "yes" to the Workforce Diversity category as a proportion of the total number of employees who have responded to the Workforce Diversity (EEO) survey, multiplied by the total amount of employees in the salary band i.e. Estimated People with a Disability from salary band 1 = (Actual number of People with a Disability in salary band 1/Total number of respondents from salary band 1)* Total number of Staff in salary band 1.

Note 2: Estimated figures are only calculated for those agencies with a response rate of greater than 65%. For those agencies with response rates less than 65%, actual figures are used to calculate the representation and distribution of these groups.

Note 3: Respondents are classified as employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not i.e. all employees who do not have "missing" as their response.

Note 4: Separated employees are excluded in the above table.

Note 5: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.



Multicultural Services Program

Sydney Olympic Park Authority attaches high priority to the promotion of cultural diversity. Initiatives undertaken in this area during 2015–16 included:

The Authority worked collaboratively with Auburn Council in staging Australia Day 2016 celebrations. This year the festivities were moved to Cathy Freeman Park and had a sports theme that included representatives from the Bulldogs (NRL), Sydney Thunder (Cricket) and GWS Giants (AFL). The celebrations featured food, music and performance contributions from a number of cultural groups.

The Authority worked with the ethnic media on awareness campaigns to ensure the broader community had access to information and products offered at Sydney Olympic Park.

The Authority ensures that local communities are informed on leisure, sporting, and cultural activities/events at Sydney Olympic Park through the 'What's On?' publication which has a subscription database of around 55,000 people

The Sydney Olympic Park Authority workforce reflects the general diversity within the community.

The Authority supported the staging of a number of major ethnic community events, festivals and celebrations within the Park

These included:

Boishaki Mela

Bengali New Year Celebrations 2016 were held for the first time in ANZ Stadium with some 70 food and arts and craft stalls, children's rides, and traditional

Bengali music and dance performances. The event corresponded to the beginning of a new century in the Bengali calendar. The festival was very well attended – with over 14,000 visitors on the day, over an area both inside and outside ANZ Stadium. The Authority worked closely with the Community and ANZ to find a new home for the Mela and looks forward to the 25th anniversary celebrations in 2017.

The festival, which has become an annual event, has grown to be the largest and most vibrant event for the Bengali community of Sydney, with visitors from both interstate and overseas.

EID Prayers

Unfortunately due to inclement weather in July, Eid prayers at Bicentennial Park were cancelled however as planned members of the community from the Belmore Islamic Centre came to Bicentennial Park in September. These prayers mark a significant time in the Islamic calendar and are traditionally conducted outdoors.

Future plans

The Authority will continue to seek and support:

- the staging of major ethnic community events, festivals and celebrations within the Park, working to accommodate these events within the Authority's decision that these events can no longer be held in the Athletic Centre;
- continued engagement of the local and ethnic community and use of the ethnic media; and

- the staging of an Australia Day 2017 event in partnership with Parramatta Council which celebrates the diversity of the local community and affirms our relationship with the newly expanded council.

Risk Management

Since its early beginnings, post-Olympics, the Authority has maintained a robust focus on proactively managing potential risks.

Over that time the risk management program has developed into a comprehensive Enterprise Wide Risk Management (ERM) framework supported by risk management software, specifically tailored for use by the Authority.

The ERM framework has been updated to ensure it is in line with the requirements of the Internal Audit and Risk Management Policy for NSW Treasury ((TPP 15–03).

The ERM framework ensures that risk management is key integral part of all planning, operational and event management activities. The Authority has a relatively small workforce, which is supplemented by extensive use of casuals and contractors, especially during major events. The ERM has a strong focus on managing events and contractor activities; this is maintained through application of the risk assessment process and constant review of procedures and monitoring of activities.

As Sydney Olympic Park has grown, its risk profile has changed as the use of the Park has developed into a township and

business centre as well as enhancements to its parklands and sporting and recreational venues. The ERM is regularly reviewed and updated to ensure that it addresses any changes in the risk profile.

Insurance

The Authority's insurance coverage for its potential liabilities and protection of its assets is provided by the NSW Treasury Managed Fund (TMF). Although the Authority's risk profile is extensive due to the nature of its wide ranging responsibilities and as a major event precinct, it has a relatively good claims history which is favourably reflected in the cost its yearly premiums.

The ERM's focus on insurable risks, such as Work Health and Safety, public liability and asset protection, has had a direct influence on the Authority's good claims history.

Internal Audit and Risk Management Statement for the 2015–16 Financial Year for Sydney Olympic Park Authority

I, Alan Marsh, am of the opinion that the Sydney Olympic Park Authority has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

These processes provide a level of assurance that enables the senior management of Sydney Olympic Park Authority to understand, manage and satisfactorily control risk exposures.

I, Alan Marsh, am of the opinion that the Audit Risk and Compliance Committee for Sydney Olympic Park Authority are constituted and operate in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08.

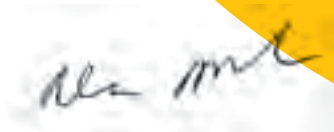
The Chair and Members of the Audit Risk and Compliance Committee are:

- John Coates AC, Independent Chair (1/8/08 to 31/7/16)
- Liz Ellis AM, Independent Member (11/12/08 to 10/12/16)
- Greg Fletcher, Independent Member (1/9/11 to 31/8/19)

I, Alan Marsh, declare that this Internal Audit and Risk Management Statement is made on behalf of the following controlled entity:

- Sydney Olympic Park Authority

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury.



Alan Marsh
Chief Executive Officer
30 June 2016

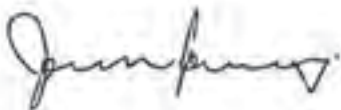
Financial Statements

SYDNEY OLYMPIC PARK AUTHORITY Financial Statements for the Year Ended 30 June 2016

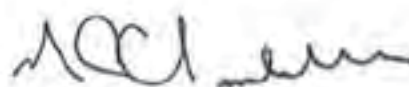
Pursuant to Section 41C(1B) and (1C) of the Public Finance and Audit Act 1983, we declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the Authority's financial position as at 30 June 2016 and financial performance for the year then ended.
2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015, the Treasurer's Direction and the directives of the Financial Reporting Code.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



John Fahey
Chairman
19 September 2016



Nick Hubble
Acting Chief Executive Officer
19 September 2016



INDEPENDENT AUDITOR'S REPORT

Sydney Olympic Park Authority

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Sydney Olympic Park Authority (the Authority), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Authority as at 30 June 2016, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report.

I am independent of the Authority in accordance with the auditor independence requirements of:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (the Code).

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

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

The Board's Responsibility for the Financial Statements

The members of the Board are responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the members of the Board determine is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board must assess the Authority's ability to continue as a going concern unless the Authority will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Authority carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.



Chris Clayton
Director, Financial Audit Services

20 September 2016
SYDNEY

SYDNEY OLYMPIC PARK AUTHORITY
Statement of comprehensive income for the year ended 30 June 2016

| | Notes | Actual 2016 \$'000 | Budget 2016 \$'000 | Actual 2015 \$'000 |
|--|-------|--------------------------|--------------------------|--------------------------|
| Expenses excluding losses | | | | |
| Operating expenses | | | | |
| Personnel services | 2(a) | 27,694 | 28,030 | 25,902 |
| Other operating expenses | 2(b) | 50,198 | 49,210 | 51,141 |
| Depreciation and amortisation | 2(c) | 56,383 | 54,049 | 57,389 |
| Grants and subsidies | 2(d) | 10,000 | - | - |
| Total Expenses excluding losses | | 144,275 | 131,289 | 134,432 |
| Revenue | | | | |
| Asset sale proceeds transferred to the Crown Entity | | (5,935) | (5,935) | (12,831) |
| Sale of goods and services | 3(a) | 41,644 | 36,087 | 63,145 |
| Investment revenue | 3(b) | 12,630 | 12,941 | 11,672 |
| Retained taxes, fees and fines | 3(c) | 966 | 578 | 791 |
| Grants and contributions | 3(d) | 15,313 | 11,381 | 43,261 |
| Other revenue | 3(e) | 4,413 | 4,158 | 3,622 |
| Total Revenue | | 69,031 | 59,210 | 109,660 |
| Gain/(loss) on disposal | 4 | 24,721 | 36,699 | 15,972 |
| Other gains/(losses) | 5 | 27,517 | 35,882 | 33,854 |
| Net result | 21 | (23,006) | 502 | 25,054 |
| Other comprehensive income | | | | |
| Net increase/(decrease) in property, plant and equipment asset revaluation surplus | 11 | 123,898 | - | 36,008 |
| Total other comprehensive income | | 123,898 | - | 36,008 |
| TOTAL COMPREHENSIVE INCOME | | 100,892 | 502 | 61,062 |

The accompanying notes form part of these statements.

SYDNEY OLYMPIC PARK AUTHORITY

Statement of financial position as at 30 June 2016

| | Notes | Actual 2016 \$'000 | Budget 2016 \$'000 | Actual 2015 \$'000 |
|--------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Cash and cash equivalents | 7 | 125,440 | 128,194 | 122,519 |
| Receivables | 8 | 6,726 | 11,126 | 9,233 |
| Inventories | 9 | 70 | 95 | 65 |
| Prepayments | 13(a) | 6,781 | 6,781 | 6,781 |
| Total Current Assets | | 139,017 | 146,196 | 138,598 |
| Non-Current Assets | | | | |
| Prepayments | 13(a) | 92,132 | 92,132 | 98,913 |
| Other financial assets | 10 | - | - | - |
| Property, plant and equipment | | | | |
| -Land and buildings | | 1,168,474 | 1,099,339 | 1,075,757 |
| -Plant and equipment | | 59,411 | 56,609 | 50,265 |
| -Infrastructure systems | | 358,811 | 371,474 | 368,315 |
| Total property, plant and equipment | 11 | 1,586,696 | 1,527,422 | 1,494,337 |
| Right to receive | 13(b) | 393,828 | 402,194 | 366,311 |
| Total Non-Current Assets | | 2,072,656 | 2,021,748 | 1,959,561 |
| Total Assets | | 2,211,673 | 2,167,944 | 2,098,159 |
| LIABILITIES | | | | |
| Current Liabilities | | | | |
| Payables | 15 | 35,503 | 14,823 | 23,848 |
| Provisions | 16 | 2,678 | 2,670 | 2,606 |
| Other | 17(a) | 2,012 | 1,183 | 1,110 |
| Total Current Liabilities | | 40,193 | 18,676 | 27,564 |
| Non-Current Liabilities | | | | |
| Provisions | 16 | 84 | - | 71 |
| Other | 17(b) | 1,657 | 1,692 | 1,677 |
| Total Non-Current Liabilities | | 1,741 | 1,692 | 1,748 |
| Total Liabilities | | 41,934 | 20,368 | 29,312 |
| Net Assets | | 2,169,739 | 2,147,576 | 2,068,847 |
| EQUITY | | | | |
| Reserves | | 959,415 | 910,894 | 837,128 |
| Accumulated funds | | 1,210,324 | 1,236,682 | 1,231,719 |
| Total Equity | | 2,169,739 | 2,147,576 | 2,068,847 |

The accompanying notes form part of these statements.

Sydney Olympic Park Authority

Statement of changes in equity for the year ended 30 June 2016

| | Notes | Accumulated Funds \$'000 | Asset Revaluation Surplus \$'000 | Total \$'000 |
|---|-------|--------------------------------|--|------------------|
| Balance as at 1 July 2015 | | 1,231,719 | 837,128 | 2,068,847 |
| Net result for the year | | (23,006) | - | (23,006) |
| Other comprehensive income | | | | |
| Net increase / (decrease) in property, plant and equipment | | - | 123,898 | 123,898 |
| Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement | | 1,611 | (1,611) | - |
| Total other comprehensive income | | 1,611 | 122,287 | 123,898 |
| Total comprehensive income for the year | | (21,395) | 122,287 | 100,892 |
| Balance at 30 June 2016 | | 1,210,324 | 959,415 | 2,169,739 |
| Balance as at 1 July 2014 | | 1,197,263 | 810,522 | 2,007,785 |
| Net result for the year | | 25,054 | - | 25,054 |
| Other comprehensive income | | | | |
| Net increase / (decrease) in property, plant and equipment | | - | 36,008 | 36,008 |
| Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement | | 9,402 | (9,402) | - |
| Total other comprehensive income | | 9,402 | 26,606 | 36,008 |
| Total comprehensive income for the year | | 34,456 | 26,606 | 61,062 |
| Balance at 30 June 2015 | | 1,231,719 | 837,128 | 2,068,847 |

The accompanying notes form part of these statements.

SYDNEY OLYMPIC PARK AUTHORITY

Statement of cash flows for the Year Ended 30 June 2016

| | Notes | Actual 2016 \$'000 | Budget 2016 \$'000 | Actual 2015 \$'000 |
|--|-------|--------------------------|--------------------------|--------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | |
| Payments | | | | |
| Personnel services | | (25,728) | (28,030) | (24,372) |
| Grants and subsidies | | (10,000) | - | - |
| Other | | (82,990) | (59,340) | (77,154) |
| Total Payments | | (118,718) | (87,370) | (101,526) |
| Receipts | | | | |
| Asset sale proceeds transferred to the Crown Entity | | (5,935) | (5,935) | (12,831) |
| Sale of goods and services | | 54,279 | 47,333 | 70,074 |
| Retained taxes, fees and fines | | 966 | 578 | 791 |
| Interest received | | 3,669 | 5,986 | 2,434 |
| Grants and contributions | | 7,590 | 81 | 33,705 |
| Other | | 47,793 | 19,324 | 32,473 |
| Total Receipts | | 108,362 | 67,367 | 126,646 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 21 | (10,356) | (20,003) | 25,120 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Proceeds from sale of land and buildings, plant and equipment and infrastructure systems | 4 | 27,189 | 56,050 | 31,562 |
| Purchases of land and buildings, plant and equipment and infrastructure systems | | (13,912) | (23,889) | (7,559) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | | 13,277 | 32,161 | 24,003 |
| NET INCREASE/(DECREASE) IN CASH | | 2,921 | 12,158 | 49,123 |
| Opening cash and cash equivalents | | 122,519 | 116,036 | 73,396 |
| CLOSING CASH AND CASH EQUIVALENTS | 7 | 125,440 | 128,194 | 122,519 |

The accompanying notes form part of these statements.

SYDNEY OLYMPIC PARK AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Sydney Olympic Park Authority (the Authority) was established in 2001 and took over the previous responsibilities of the Olympic Co-ordination Authority (OCA).

The Authority took over the operations of the State Sports Centre Trust as at 1 December 2009.

The Authority, as a reporting entity includes the operations of entities formerly named Sydney Olympic Park Authority Aquatic and Athletic Centre and State Sports Centre Trust, is consolidated as part of the NSW Total State Sector Accounts.

Pursuant to Administrative Arrangements (Administrative Changes-Miscellaneous Agencies) Order 2014 which was effective from 1 July 2014, the Authority is a reporting entity within the Premier & Cabinet cluster.

The Authority is a not-for-profit entity with no cash generating units.

These financial statements have been authorised for issue by the Board on 19 September 2016.

(b) Basis of Preparation

The Authority's financial statements are general purpose financial statements which have been prepared on an accrual basis in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015* and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment are measured at fair value. Other financial statements items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations made by management are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Insurance

The Authority's insurance activities are primarily conducted through the NSW Treasury Managed Fund Scheme (TMF) of self-insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claims experience.

There is one minor commercial insurance policy in place for risks that, for commercial reasons, the Authority has had to accept but for which the TMF is unable to provide protection.

(e) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST except where:

- the amount of GST incurred by the Authority as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(f) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Grants and Contributions

Grants and contributions from other bodies (including grants and donations) are generally recognised as income when the Authority obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

The Authority's recurrent and capital appropriation funding is received as grant income from the Department of Premier & Cabinet.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the Authority transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

Rental revenue from operating leases is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

(g) Personnel Services and Other Provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

The Authority does not directly employ staff. Personnel services are provided to the Authority by the Office of Sport (effective 1 July 2014) as a result of Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014.

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Where annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) (2015-7.9%) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

(ii) Long Service Leave and Superannuation

The Authority's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity through Office of Sport. The Authority accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits and other liabilities'. Refer Note 3(e) Resources received free of charge.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. This expense forms part of the Personnel Services costs.

(iii) Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax. This expense forms part of the Personnel Services costs.

(iv) Other Provisions

Other provisions exist when the Authority has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted at the government bonds rate 2.12% (2015-3.01%), which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

(h) Assets

(i) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Authority. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition. Assets transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the asset was recognised by the transferor immediately prior to the restructure. All other equity transfers are recognised at fair value, except for intangibles.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

(ii) *Capitalisation Thresholds*

As part of the Authority's financial policies review and in context of materiality of the asset register, during January 2016, the capitalisation threshold for property, plant and equipment assets increased from \$10,000 (exclusive of GST) to \$30,000 (inclusive of GST). The change is not considered material to have an impact to other operating expense line items for comparative purposes.

(iii) *Revaluation of Property, Plant and Equipment*

Physical non-current assets are valued in accordance with the *'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 14-01)*. This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Refer Note 11 and Note 12.

The Authority revalues land and buildings and associated plant and equipment assets every three years, infrastructure assets every five years and with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. Land and Property Information on behalf of the Authority completed a full revaluation on land and building and associated plant & equipment assets as at 1 July 2015. The last full revaluation on infrastructure system assets was performed by the Department of Finance and Services as at 1 July 2013.

In the intervening years, the fair value of property plant and equipment is assessed by Land & Property Management Authority and Department of Finance and Services. An index is applied to ensure assets are held at fair value in accordance with AASB 13 *Fair Value Measurement* and TPP14-01 *Valuation of Physical Non-Current Assets at Fair Value Guidelines Paper*.

Non-specialised assets with short useful lives are measured at depreciated historical cost as a surrogate for fair value.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result for the year, the increment is recognised immediately as revenue in the net result for the year.

Revaluation decrements are recognised immediately as expenses in the net result for the year, except that, to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of assets, they are debited directly to the asset revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(iv) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Authority.

All material, separately-identifiable, component assets are recognised and depreciated over their useful lives.

Land is not a depreciable asset.

Depreciation rates for these asset categories are:

| | |
|--|----------------------|
| · buildings including facilities and sporting venues | 1.3% - 20% per annum |
| · computer equipment | 20% - 33% per annum |
| · office equipment | 20% - 33% per annum |
| · leasehold improvements | period of lease |
| · infrastructure | 2% - 33% per annum |
| · other plant and equipment | 2% - 33% per annum |

(vi) Land Under Roads

Land under roads are recognised at existing use fair value in accordance with AASB 1051 *Land under Roads* and *TPP14-1*.

(vii) *Other Assets*

Other assets are generally recognised at historic cost basis.

(viii) *Maintenance*

Day-to-day servicing costs or maintenance costs are charged as expenses as incurred except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(ix) *Leased Assets*

A distinction is made between finance leases which effectively transfer from the lessor to the lessee all the substantial risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, at the commencement of the lease term, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments, at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are recognised on a straight line basis and are charged to the statement of comprehensive income in the periods in which they are incurred.

As per TPP 11-01 *Lessor classification of long-term land leases* effective from 1 July 2010, the Authority has reviewed all unexpired long-term land leases as at 1 July 2010 and has reclassified the leases in accordance with the policy. All prepaid long-term land lease payments received is effectively accounted for as a sale. At the inception of the lease, the Authority will derecognise the land and recognise the associated gain or loss on disposal.

(x) *Loans and Receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the net result for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(xi) *Inventories*

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the Authority would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Non current inventories include land inventory. When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised in accordance with AASB 102 *Inventories*.

(xii) Investments

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs. The Authority determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

The Authority subsequently measures investments classified as 'held for trading' or designated upon initial recognition 'at fair value through profit or loss' at fair value. Financial assets are classified as 'held for trading' if they are acquired for the purpose of selling in the near term. Derivatives are also classified as held for trading. Gains or losses on these assets are recognised in the net result for the year.

The Hour-Glass Investment Facilities which are part of the Cash and Cash Equivalents, are designated at fair value through profit or loss using the second leg of the fair value option i.e. these financial assets are managed and their performance is evaluated on a fair value basis, in accordance with a documented risk management strategy, and information about these assets is provided internally on that basis to the Authority's key management personnel.

The movement in the fair value of the Hour-Glass Investment Facilities incorporates distributions received as well as unrealised movements in fair value and is reported in the line item 'investment revenue'.

Purchases or sales of investments under contract that require delivery of the asset within the timeframe established by convention or regulation are recognised on the trade date: the date the entity commits to purchase or sell the asset.

The fair value of investments that are traded at fair value in an active market is determined by reference to quoted current bid prices at the close of business on the Statement of Financial Position date.

(xiii) Impairment of Financial Assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as 'available for sale' must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(xiv) De-recognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the agency transfers the financial asset where substantially all the risks and rewards have been transferred or where the agency has not transferred substantially all the risks and rewards, if the entity has not retained control. Where the agency has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the agency's continuing involvement in the asset. A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(xv) Major Repairs Funds

Under the terms of the lease between the Authority and the Royal Agricultural Society of New South Wales (RAS), the Authority is required to maintain a Major Repairs Fund (MRF). The MRF is to be used for major repairs undertaken to preserve and prolong the useful, economic life span of the Sydney Showground during the lease term.

NSW Treasury provides the Authority with funding for major repairs of the Sydney Olympic Park Sports Venues. This MRF is to be used for major repairs undertaken to preserve and prolong the useful, economic life span of the Sydney Olympic Park Sports Venues.

The MRFs at reporting date are treated as restricted assets. Refer Note 14.

(xvi) Privately Financed Projects

In respect of the ANZ Stadium and Qudos Bank Arena facilities which were funded, developed and initially managed by the private sector, the Authority has adopted Treasury Policy and Guidelines Paper TPP 06-8 *Accounting for Privately Financed Projects*. Practical completion dates of the ANZ Stadium and Qudos Bank Arena occurred on 1 March 1999 and 30 August 1999 respectively. Both venues will revert to the Authority on expiry of the respective leases in 2031.

The Authority's share of the reversionary interest in the ANZ Stadium and Qudos Bank Arena is recognised as revenue and a non-current asset whose value emerges during the lease period. The value is allocated during the lease period as if it were the compound value of an annuity discounted at the NSW Government bond rate of 6.66% at the commencement of the lease period.

During the lease period, if the fair value of the right to receive increases or decreases, the movement is recognised in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment* as if the right is an item of property to which that standard applies. Refer Note 13(a), 13(b).

On 4 September 2015, the NSW Government announced 'Rebuilding the Major Stadia Network', including the release of the 'Stadia Strategy Implementation Report - Priorities & Recommendations'. The NSW Government has taken control and operation of ANZ Stadium on 1 July 2016. The existing loans (principal of \$12m and accumulated interests of \$38.6m) to Stadium Australia Trust were forgiven as part of the State's acquisition of the ANZ Stadium business.

(i) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies and 'equity appropriations' are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the asset was recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the agency recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the agency does not recognise that asset.

(j) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the Authority and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(k) Fair value hierarchy

A number of accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Refer Note 12 and Note 22 for further disclosures regarding fair value measurements of financial and non-financial assets.

(l) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(m) Equity and reserves

(i) Asset Revaluation Surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the agency's policy on the revaluation of property, plant and equipment. Refer Note 1(h).

(ii) Accumulated Funds

The category accumulated funds includes all current and prior period retained funds.

(iii) Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. asset revaluation surplus).

(n) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(o) Changes in accounting policy, including new or revised Australian Accounting Standards.

(i) Effective for the first time in 2015-16

The accounting policies applied in 2015-16 are consistent with those of the previous financial year except as a result of new or revised Australian Accounting Standards that have been applied for the first time as follows:

- AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities. The standard allows for exemption from making certain Level 3 'Fair Value Measurement' disclosures held primarily for current service potential rather than the generation of future net cash inflows.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. Early adoption for AASB 2015-7 was allowed in 2015-16.

The following new accounting standards have not been applied and are not yet effective. It is expected that the impact of the application of the new Standards on the Authority's financial statement in the period of initial application will not be significant.

- AASB 9 and AASB 2014-7 regarding financial instruments

- AASB 14 and AASB 2014-1 (Part D) regarding Regulatory Deferral Accounts
- AASB 15 and AASB 2014-5 regarding Revenue from Contracts with Customers
- AASB 1056 Superannuation Entities
- AASB 1057 and AASB 2015-9 Application of Australian Accounting Standards
- AASB 2014-3 regarding accounting for acquisitions of interests in joint operations
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2014-9 regarding equity method in separate financial statements
- AASB 2014-10 and AASB 2015-10 regarding sale or contribution of assets between and investor and its associate or joint venture

- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle

- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-5 Amendments to Australian Accounting Standards - Investment entities: Applying the Consolidation Exception
- AASB 2015-6 regarding Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities. This standard is effective from 1 July 2016 and the Authority will make additional disclosures relating to related party transactions with related party entities and key management personnel (KMP) as applicable.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|--|-------|----------------|----------------|
| 2. EXPENSES EXCLUDING LOSSES | | | |
| (a) Personnel services | | | |
| Salary & wages (including annual leave) | | 21,973 | 21,048 |
| Superannuation - Defined benefit plans | | 232 | 218 |
| Superannuation - Defined contribution plans | | 1,829 | 1,805 |
| Long service leave - Defined benefit plans | | 1,834 | 1,123 |
| Long service leave - Defined contribution plans | | 102 | 107 |
| Payroll tax - Defined benefit plans | | 17 | 17 |
| Payroll tax - Defined contribution plans | | 1,409 | 1,335 |
| Workers Compensation insurance | | 172 | 167 |
| Fringe Benefit Tax | | 126 | 82 |
| Total Personnel services | | 27,694 | 25,902 |
| (b) Other Operating Expenses | | | |
| Auditors' remuneration - audit of the financial statements | | 141 | 139 |
| Cost of sales | | 79 | 943 |
| Asset management | | 4,696 | 4,513 |
| Operating lease rental expense - minimum lease payments | | 900 | 909 |
| Administration | | 2,833 | 3,083 |
| Advertising and promotion | | 1,585 | 2,302 |
| Activity and entertainment | | 1,339 | 1,640 |
| Maintenance | | 18,015 | 16,123 |
| Insurance | | 941 | 903 |
| Site Services | | 11,871 | 11,785 |
| Utilities | | 4,790 | 5,317 |
| Information technology | | 840 | 1,105 |
| Other | | 2,168 | 2,379 |
| | | 50,198 | 51,141 |
| <i>Reconciliation - Total maintenance</i> | | | |
| Maintenance expense - contracted labour and other (non-employee related), included in Note 2(b) | | 18,015 | 16,123 |
| Personnel services related maintenance expense included in Note 2(a) | | 2,819 | 2,746 |
| Total maintenance expenses | | 20,834 | 18,869 |
| (c) Depreciation and Amortisation Expenses | | | |
| Depreciation | | | |
| Buildings | 11 | 12,471 | 12,565 |
| Plant and equipment | 11 | 6,199 | 6,218 |
| Infrastructure systems | 11 | 30,932 | 31,825 |
| | | 49,602 | 50,608 |
| Amortisation | | | |
| Amortisation - Prepayments | | 6,781 | 6,781 |
| | | 56,383 | 57,389 |

| | Notes | 2016 \$'000 | 2015 \$'000 |
|---|-------|----------------|----------------|
| (d) Grants and Subsidies | | | |
| NSW Rugby League Ltd - Centre of Excellence | | 10,000 | - |
| 3. REVENUE | | | |
| (a) Sale of Goods and Services | | | |
| Estate levies | | 4,549 | 4,454 |
| Car parking | | 19,830 | 21,375 |
| Aquatic and Athletic Centres income | | 12,339 | 12,306 |
| Residential staged sale (Site 3) | | - | 19,784 |
| Retail sales | | 768 | 790 |
| WRAMS water sales | | 1,886 | 2,020 |
| Other | | 2,272 | 2,416 |
| | | <u>41,644</u> | <u>63,145</u> |
| (b) Investment Revenue | | | |
| Interest on bank and short term deposits | | 3,304 | 1,846 |
| Interest on advances | 10 | 4,886 | 4,398 |
| Allowance for impairment - advance receivables | | (4,886) | (4,398) |
| Interest on TCorp Hour Glass cash facility | | - | 835 |
| Rents | | 9,326 | 8,991 |
| | | <u>12,630</u> | <u>11,672</u> |
| (c) Retained Taxes, Fees and Fines | | | |
| Parking infringements | | <u>966</u> | <u>791</u> |
| (d) Grants and Contributions | | | |
| Recurrent grant (Department of Premier and Cabinet) | | - | 26,863 |
| Capital grant (Department of Premier and Cabinet) | | 81 | 6,803 |
| Developer and other contributions | | 15,232 | 9,570 |
| Other Grant | | - | 25 |
| | | <u>15,313</u> | <u>43,261</u> |

The Authority has entered into land development agreements on the condition that a component of proceeds will be attributed to the provision of public infrastructure. The nature of this infrastructure is detailed in the Authority Infrastructure Contribution Funding Plan.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|--|-------|----------------|----------------|
| (e) Other Revenue | | | |
| Resources received free of charge | | 2,083 | 1,359 |
| Sponsorships and contributions | | 880 | 1,200 |
| Utility costs recovery | | - | 79 |
| Secure Parking service costs recovery | | - | 112 |
| Insurance recovery | | 487 | - |
| Insurance hindsight adjustments received | | 111 | 91 |
| Energy saving incentive income | | 155 | - |
| Other | | 697 | 781 |
| | | <u>4,413</u> | <u>3,622</u> |

4. GAIN/(LOSS) ON DISPOSAL

| | | | |
|--|----|----------------|-----------------|
| Gain/(loss) on disposal of land and building | | | |
| Proceeds from disposal | | 27,187 | 31,529 |
| Written down value of assets disposed | 11 | <u>(2,343)</u> | <u>(15,513)</u> |
| Net gain/(loss) on disposal of land and building | | <u>24,844</u> | <u>16,016</u> |
| Gain/(loss) on disposal of plant and equipment | | | |
| Proceeds from disposal | | 2 | 33 |
| Written down value of assets disposed | 11 | <u>(125)</u> | <u>(77)</u> |
| Net gain/(loss) on disposal of plant and equipment | | <u>(123)</u> | <u>(44)</u> |
| Total Gain/(loss) on disposal | | <u>24,721</u> | <u>15,972</u> |

5. OTHER GAINS/(LOSSES)

| | | | |
|-------------------------|-------|---------------|---------------|
| Right to receive | 13(b) | <u>27,517</u> | <u>33,854</u> |
| Total Other Gain/(loss) | | <u>27,517</u> | <u>33,854</u> |

6. SERVICE GROUP/ACTIVITIES OF THE AUTHORITY

(a) Service Group - Precinct Management and Development

Objective:

This service group contributes to the development of a high quality living and working environment and providing venues for sporting, leisure, artistic and cultural activities by working towards a range of intermediate results that include the following:

- increasing visits to Sydney Olympic Park
- achieving sustainable urban development outcomes
- accommodating new jobs closer to home
- maintaining Sydney Olympic Park as a major events precinct and
- improving the Government's return on investment in Sydney Olympic Park

Description:

This service group covers the promotion, development and management of the Sydney Olympic Park precinct.

(b) Service Group Statement – Expenses and Revenues

The Authority operates as one service group. The expenses and revenues of this group are as reflected in the Statement of Comprehensive income and assets and liabilities in the Statement of Financial Position.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|--|-------|----------------|----------------|
| 7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS | | | |
| Cash at bank and on hand | | 5,203 | 41,577 |
| Short term deposits | | 120,237 | 80,942 |
| | 22 | <u>125,440</u> | <u>122,519</u> |

Cash and cash equivalent assets recognised in the Statement of financial position are reconciled at the end of the financial year to the Statement of cash flows as follows:

| | | |
|---|----------------|----------------|
| Cash and cash equivalents (per Statement of financial position) | <u>125,440</u> | <u>122,519</u> |
| Closing cash and cash equivalents (per Statement of cash flows) | <u>125,440</u> | <u>122,519</u> |

Details regarding credit risk, liquidity risk and market risk are disclosed in note 22. Included in cash at bank is the restricted cash which is disclosed in detail in note 14.

8. CURRENT ASSETS - RECEIVABLES**Current Receivables**

| | | |
|--------------------------------|--------------|--------------|
| Sale of Goods & Services | 1,402 | 4,122 |
| Less: Allowance for impairment | - | - |
| Interest receivable | 426 | 790 |
| GST receivable | 1,487 | 1,298 |
| Prepayments | 499 | 581 |
| Accrued income | 1,901 | 1,724 |
| Other | 1,011 | 718 |
| | <u>6,726</u> | <u>9,233</u> |

Movement in the allowance for impairment

| | | |
|---|----------|----------|
| Balance at 1 July | - | - |
| Amounts recovered during the year | - | - |
| Amounts written off during the year | - | - |
| Increase/(decrease) in allowance recognised in profit or loss | - | - |
| Balance at 30 June | <u>-</u> | <u>-</u> |

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 22.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|--|-------|----------------|----------------|
| 9. CURRENT ASSETS - INVENTORIES | | | |
| Current Inventories - held for resale | | | |
| Stock at cost | | 70 | 65 |
| | | <u>70</u> | <u>65</u> |

10. NON CURRENT ASSETS - OTHER FINANCIAL ASSETS

| | | | |
|---------------------------------|----|----------|-----------------|
| Advances receivable - OCA Loans | | - | 12,000 |
| Interest on advances | | - | 33,698 |
| | 22 | <u>-</u> | <u>45,698</u> |
| Less: Allowance for impairment | 22 | <u>-</u> | <u>(45,698)</u> |
| | | <u>-</u> | <u>-</u> |

Movement in the allowance for impairment

| | | | |
|---|----------|-----------------|---------------|
| Balance at 1 July | | 45,698 | 41,300 |
| Increase/(decrease) in allowance recognised in profit or loss | 3(b) | 4,886 | 4,398 |
| Loan forgiven | 1h (xvi) | <u>(50,584)</u> | <u>-</u> |
| Balance at 30 June | | <u>-</u> | <u>45,698</u> |

Refer to Note 22 for further information regarding credit risk, liquidity risk and market risk arising from financial instruments.

11. NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

| | Notes | Land and Buildings \$'000 | Plant and Equipment \$'000 | Infrastructure Systems \$'000 | Asset Under Construction \$'000 | Total \$'000 |
|---|-------|---------------------------------|----------------------------------|-------------------------------------|---------------------------------------|------------------|
| 2016 | | | | | | |
| At 1 July 2015 - fair value | | | | | | |
| Gross carrying amount | | 1,285,747 | 132,913 | 867,333 | 10,525 | 2,296,518 |
| Accumulated depreciation and impairment | | (209,990) | (82,648) | (509,543) | - | (802,181) |
| Net Carrying Amount | | <u>1,075,757</u> | <u>50,265</u> | <u>357,790</u> | <u>10,525</u> | <u>1,494,337</u> |
| At 30 June 2016 - fair value | | | | | | |
| Gross carrying amount | | 1,385,191 | 134,306 | 916,628 | 7,192 | 2,443,317 |
| Accumulated depreciation and impairment | | (216,717) | (74,895) | (565,009) | - | (856,621) |
| Net Carrying Amount | | <u>1,168,474</u> | <u>59,411</u> | <u>351,619</u> | <u>7,192</u> | <u>1,586,696</u> |

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and the end of current reporting period is set out below.

| Year ended 30 June 2016 | | | | | | |
|---|------|------------------|---------------|----------------|--------------|------------------|
| Net carrying amount at start of year | | 1,075,757 | 50,265 | 357,790 | 10,525 | 1,494,337 |
| Additions | | - | - | - | 12,808 | 12,808 |
| Transfer from asset under construction | | 1,244 | 2,884 | 12,013 | (16,141) | - |
| Assets transferred in from Non owner contribution | | 7,723 | - | - | - | 7,723 |
| Disposals | 4 | (2,343) | (125) | - | - | (2,468) |
| Net revaluation increment less revaluation decrements | | 98,564 | 12,586 | 12,748 | - | 123,898 |
| Depreciation expense | 2(c) | (12,471) | (6,199) | (30,932) | - | (49,602) |
| Net carrying amount at end of year | | <u>1,168,474</u> | <u>59,411</u> | <u>351,619</u> | <u>7,192</u> | <u>1,586,696</u> |

| | | | | | | |
|---|--|------------------|---------------|----------------|---------------|------------------|
| 2015 | | | | | | |
| At 1 July 2014 - fair value | | | | | | |
| Gross carrying amount | | 1,270,382 | 134,483 | 823,170 | 10,492 | 2,238,527 |
| Accumulated depreciation and impairment | | (198,388) | (81,216) | (457,144) | - | (736,748) |
| Net Carrying Amount | | <u>1,071,994</u> | <u>53,267</u> | <u>366,026</u> | <u>10,492</u> | <u>1,501,779</u> |
| At 30 June 2015 - fair value | | | | | | |
| Gross carrying amount | | 1,285,747 | 132,913 | 867,333 | 10,525 | 2,296,518 |
| Accumulated depreciation and impairment | | (209,990) | (82,648) | (509,543) | - | (802,181) |
| Net Carrying Amount | | <u>1,075,757</u> | <u>50,265</u> | <u>357,790</u> | <u>10,525</u> | <u>1,494,337</u> |

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and the end of the current reporting period is set out below.

| Year ended 30 June 2015 | | | | | | |
|---|------|------------------|---------------|----------------|---------------|------------------|
| Net carrying amount at start of year | | 1,071,994 | 53,267 | 366,026 | 10,492 | 1,501,779 |
| Additions | | - | - | - | 13,192 | 13,192 |
| Transfer from asset under construction | | 2,776 | 2,952 | 7,431 | (13,159) | - |
| Asset transferred in from Non owner contribution | | 7,055 | - | 2,501 | - | 9,556 |
| Disposals | 4 | (15,513) | (77) | - | - | (15,590) |
| Net revaluation increment less revaluation decrements | | 22,010 | 341 | 13,657 | - | 36,008 |
| Depreciation expense | 2(c) | (12,565) | (6,218) | (31,825) | - | (50,608) |
| Net carrying amount at end of year | | <u>1,075,757</u> | <u>50,265</u> | <u>357,790</u> | <u>10,525</u> | <u>1,494,337</u> |

12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

(a) Fair value hierarchy

2016

| | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Total fair value * \$'000 |
|--|-------------------|-------------------|-------------------|---------------------------------|
| Recurring | | | | |
| Property, plant and equipment (note 11) | | | | |
| Land & buildings | - | 805,171 | 363,303 | 1,168,474 |
| Plant & equipment | - | - | 54,176 | 54,176 |
| Infrastructure systems | - | - | 351,619 | 351,619 |
| | - | 805,171 | 769,098 | 1,574,269 |

There were no transfers between Level 1 or 2 during the period.

2015

| | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Total fair value * \$'000 |
|--|-------------------|-------------------|-------------------|---------------------------------|
| Recurring | | | | |
| Property, plant and equipment (note 11) | | | | |
| Land & buildings | - | 720,526 | 355,231 | 1,075,757 |
| Plant & equipment | - | - | 44,716 | 44,716 |
| Infrastructure systems | - | - | 357,790 | 357,790 |
| | - | 720,526 | 757,737 | 1,478,263 |

There were no transfers between Level 1 or 2 during the period.

(b) Valuation techniques, inputs and processes

Valuation techniques used are as follows:

Land & Buildings - level 2

Land is valued using observable valuation input (market evidence) available to provide a reasonable guide to the value of the land. Valuers have also relied on market evidence of similar assets such as open space, industrial and commercial sales with adjustment for size, condition, location, comparability, zoning to determine its fair values.

Buildings are valued using observable valuation input (market evidence) available to provide a reasonable guide to the value of the buildings. Valuers have also relied on market evidence of similar residential market and rental values, with adjustment for size, condition, location, comparability, zoning to determine its fair values.

Buildings - level 3

Buildings are mostly specialised buildings with unobservable input hierarchy due to lack of market evidence. These buildings include various sporting venues, amenities and other specialised buildings in the precinct whereby the current market buying price cannot be observed, examples include Aquatic and Athletic Centres, Waste Water Plant and Bi-park Education Centre. Depreciated replacement cost (DRC) was used to value these assets. When DRC is used, they are classified as level 3 input. With non-specialised buildings, they are likely to be assessed at level 2 or 3 of fair value hierarchy, depending on market conditions. If an observable input requires an adjustment using an unobservable input and that adjustment results in a significantly higher or lower fair value measurement, the resulting measurement would be categorised within level 3 of the fair value hierarchy. As DRC was used as basis of valuation for specialised buildings, they are classified as level 3 input.

Plant & equipment - level 3

Plant & equipment that are non specialised assets with short useful lives, the depreciated historical cost is used as surrogate for fair values. They are not subject to fair value disclosure as they are measured using depreciated historical cost. Plant & equipment which forms part of buildings that are measured using DRC approach due to lack of market evidence are classified as level 3 input. This is consistent with valuation techniques for buildings due to their specialised nature.

Infrastructure systems - level 3

Infrastructure system assets are measured using DRC approach due to their specialised nature with no market based evidence for fair value. All infrastructure assets are classified as level 3 input.

Level 3 measurement additional disclosure

Due to the uniqueness and specialised nature of these assets, valuers have applied a cost approach using the depreciated replacement cost method. Most of these assets do not generally have an active market to determine the fair values. With lack of market evidence and observable inputs, and with no significant changes to the unobservable inputs to allow its classification to change from level 3 to level 1 or 2, these assets are classified as level 3 input.

(c) Reconciliation of recurring Level 3 fair value measurements

| 2016 | Level 3 | | | Total Recurring Level 3 Fair value \$'000 |
|--|---------------------|--------------------------------|----------------------------------|---|
| | Buildings \$'000 | Plant & Equipment \$'000 | Infrastrure Systems \$'000 | |
| Fair value as at 1 July 2015 | 355,231 | 44,716 | 357,790 | 757,737 |
| Additions | 1,244 | 1,194 | 12,013 | 14,451 |
| Revaluation increment/(decrements) recognised in other comprehensive income - included in line item/Net increase/(decrease) in property, plant and equipment revaluation surplus | 18,843 | 12,586 | 12,748 | 44,177 |
| Transfers from other plant & equipment | - | 438 | - | 438 |
| Disposals | - | (16) | - | (16) |
| Depreciation | (12,015) | (4,742) | (30,932) | (47,689) |
| Fair value as at 30 June 2016 | <u>363,303</u> | <u>54,176</u> | <u>351,619</u> | <u>769,098</u> |

| 2015 | Level 3 | | | Total Recurring Level 3 Fair value \$'000 |
|--|---------------------|--------------------------------|----------------------------------|---|
| | Buildings \$'000 | Plant & Equipment \$'000 | Infrastrure Systems \$'000 | |
| Fair value as at 1 July 2014 | 362,758 | 47,728 | 366,026 | 776,512 |
| Additions | 2,776 | 1,608 | 7,431 | 11,815 |
| Assets transferred in from Non-owner contribution | - | - | 2,501 | 2,501 |
| Revaluation increment/(decrements) recognised in other comprehensive income - included in line item/Net increase/(decrease) in property, plant and equipment revaluation surplus | 2,906 | 341 | 13,657 | 16,904 |
| Disposals | (682) | - | - | (682) |
| Depreciation | (12,527) | (4,961) | (31,825) | (49,313) |
| Fair value as at 30 June 2015 | <u>355,231</u> | <u>44,716</u> | <u>357,790</u> | <u>757,737</u> |

* Total fair value disclosure does not include asset under construction of \$7.2m and plant & equipment assets of \$5.2m that are valued at depreciated historical cost.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|---|----------|----------------|----------------|
| 13. PRIVATELY FINANCED PROJECTS | | | |
| (a) Prepayments - ANZ Stadium and Qudos Bank Arena | | | |
| Prepayments (current) | | 6,781 | 6,781 |
| Prepayments (non current) | | 92,132 | 98,913 |
| | 1h (xvi) | <u>98,913</u> | <u>105,694</u> |
| (b) Right to receive - ANZ Stadium and Qudos Bank Arena | | | |
| Carrying amount at 1 July | | 366,311 | 332,457 |
| Gain/(loss) for the year | 5 | 27,517 | 33,854 |
| Carrying amount at 30 June | 1h (xvi) | <u>393,828</u> | <u>366,311</u> |
| 14. RESTRICTED ASSETS | | | |
| Major repairs fund – Royal Agricultural Society | | 10,964 | 8,753 |
| Major repairs fund – Sydney Olympic Park Sports Venues | | 6,007 | 3,799 |
| Developer contributions and proceeds of development right | | 97,676 | 62,800 |
| Australia Tower GST on Margin Scheme withheld | | 5,590 | 5,590 |
| | | <u>120,237</u> | <u>80,942</u> |
| 15. CURRENT LIABILITIES – PAYABLES | | | |
| Creditors and accrued expenses | | 10,069 | 12,357 |
| Unearned revenue | | 24,304 | 10,548 |
| Accrued personnel services | 16 | 1,130 | 943 |
| | | <u>35,503</u> | <u>23,848</u> |
| Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 22. | | | |
| 16. CURRENT/NON CURRENT LIABILITIES - PROVISIONS | | | |
| Provisions | | | |
| Personnel services - current | | | |
| Annual leave & on-costs | | 1,694 | 1,777 |
| Long service leave on costs | | 970 | 818 |
| Superannuation | | 14 | 11 |
| | | <u>2,678</u> | <u>2,606</u> |
| Personnel services - non current | | | |
| Long service leave on costs | | 84 | 71 |
| Total Provision | | <u>2,762</u> | <u>2,677</u> |
| Aggregate Personnel Services Costs | | | |
| Personnel services - current | | 2,678 | 2,606 |
| Personnel services - non current | | 84 | 71 |
| Accrued personnel services | 15 | 1,130 | 943 |
| | | <u>3,892</u> | <u>3,620</u> |

| | Notes | 2016 \$'000 | 2015 \$'000 |
|--|-------|----------------|----------------|
| 17. CURRENT/NON CURRENT LIABILITIES - OTHER | | | |
| (a) Current Liabilities - Other | | | |
| Security deposits | 22 | 1,108 | 293 |
| Deferred long term lease income | 1(h) | 20 | 20 |
| Other | | 884 | 797 |
| | | <u>2,012</u> | <u>1,110</u> |

| | | | |
|--|------|--------------|--------------|
| (b) Non Current Liabilities - Other | | | |
| Deferred long term lease income | 1(h) | <u>1,657</u> | <u>1,677</u> |

18. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

Aggregate capital expenditure for the acquisition of property development services contracted for at balance date and not provided for:

| | | |
|------------------------------|--------------|------------|
| Not later than one year | 4,362 | 674 |
| Total (including GST) | <u>4,362</u> | <u>674</u> |

Aggregate capital expenditure for the acquisition of other construction contracted for at balance date and not provided for:

| | | |
|------------------------------|------------|------------|
| Not later than one year | 692 | 954 |
| Total (including GST) | <u>692</u> | <u>954</u> |

(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

| | | |
|--|--------------|--------------|
| Not later than one year | 1,116 | 1,133 |
| Later than one year and not later than 5 years | 1,884 | 915 |
| Later than 5 years | - | - |
| Total (including GST) | <u>3,000</u> | <u>2,048</u> |

The Authority's operating leases relate to property and motor vehicles.

The total expenditure commitments above include input tax credits of \$732,000 (\$334,000 in 2015) which are expected to be recovered from the Australian Taxation Office.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|--|-------|----------------|----------------|
|--|-------|----------------|----------------|

19. OPERATING LEASE RECEIVABLES

(a) Operating Lease Receivables

Non-cancellable operating lease receivables not recognised in the financial statements are as follows:

| | | |
|--|---------------|---------------|
| Not later than one year | 4,483 | 3,386 |
| Later than one year and not later than 5 years | 10,088 | 10,643 |
| Later than 5 years | 18,584 | 17,987 |
| Total (including GST) | 33,155 | 32,016 |

Operating leases receivables relate to various rental agreements. These are entered into at market rates and on commercial terms. Regular market reviews and tendering processes are carried out to ensure commercial arrangements are maintained. The total operating lease receivables above include input tax credits of \$3,014,000 (\$2,911,000 in 2015) which are expected to be payable to the Australian Taxation Office.

(b) Contingent rents recognised as income

| | | |
|--|--------------|--------------|
| Contingent rents recognised as income for the period | <u>1,433</u> | <u>1,649</u> |
|--|--------------|--------------|

The turnover rent is receivable in arrears.

20. BUDGET REVIEW

(a) Net Result

The actual net result was \$23.5 million lower than budget. The main variances were:

- * Earlier than expected grant payment of \$10.0 million to the NSW Rugby League Centre of Excellence.
- * higher depreciation and amortisation expenditure of \$2.3 million resulting from the land and building valuation and incremental asset valuation adjustments for infrastructure and land and buildings.
- * higher sale of goods and services of \$5.6 million is mainly from increased rents and leases revenue of \$2.0 million and also additional \$1.8 million in car parking revenue reflecting an increased number of events.
- * higher grants and contributions of \$3.9 million is from earlier receipt of developer contributions.
- * lower gain on disposal of \$12.0 million is mainly from the delay in the sale of development sites.
- * lower other gains of \$8.4 million in reversionary interest (Refer Note 1h xvi) due to the recent valuation of land and buildings.

(b) Assets and Liabilities

Total assets were \$43.7 million above budget. The material variances were:

- * lower cash balances of \$2.8 million mainly from the delay in the sale of development sites offset by delays in developer funded projects .
- * lower receivables of \$4.4 million has resulted from the earlier than expected receipt of monies from the Royal Agricultural Society and lower interest receivable values.
- * higher land and buildings value of \$69.1 million resulting mainly from the recent land and building valuation and delay in the sale of the development sites.
- * higher plant and equipment value of \$2.8 million resulting mainly from the recent land and building valuation.
- * lower infrastructure value of \$12.7 million resulting mainly from the transfer of assets to other asset categories offset by the annual incremental adjustments.
- * lower right to receive of \$8.4 million due to the recent valuation of land buildings (Refer Note 1h xvi).

Total liabilities were above budget by \$21.5 million. The material variances were:

- * Higher payables of \$20.7 million includes \$20.3 million in additional receipts from development sites not recognised as income as at year end.

(c) Cash Flows

Net cash flows from operating activities were \$9.6 million above budget. The material variances were:

- * personnel services expenditure decrease of \$2.3 million relates mainly to vacant positions.
- * Earlier than expected grant payment of \$10.0 million to the NSW Rugby League Centre of Excellence.
- * higher operating payments of \$23.7 million relates mainly to higher GST payments recoverable from the ATO, additional payment to the Royal Agricultural Society for major repair claims.
- * higher sale of goods and services of \$7.0 million is reflected by the earlier than expected receipt of monies from the Royal Agricultural Society, increased rents and leases revenue and additional car parking revenue.
- * lower interest received of \$2.3 million has resulted from interest no longer being paid for our operating account and lower restricted cash balances.
- * higher grants and contributions of \$7.5 million is from earlier receipt of developer contributions.
- * higher other receipts of \$28.4 million is mainly additional receipts from development sites and higher GST receipts from developer monies payable back to the ATO.

| | Notes | 2016 \$'000 | 2015 \$'000 |
|---|-------|------------------------|----------------------|
| 21. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT | | | |
| Net Cash Used on Operating Activities | | (10,356) | 25,120 |
| Depreciation and amortisation | 2(c) | (56,383) | (57,389) |
| Net gain/(loss) on disposal | 4 | 24,721 | 15,972 |
| Other gain/(loss) | 5 | 27,517 | 33,854 |
| Private sector non cash contributions | | 7,723 | 9,556 |
| Increase/(decrease) in cost of sales | | - | (868) |
| Increase/(decrease) in receivables | | (2,385) | (366) |
| Decrease/(increase) in payables | | 741 | (235) |
| Decrease/(increase) in personnel services provisions | | (176) | (292) |
| Decrease/(increase) in other current liabilities | | (14,428) | (318) |
| Decrease/(increase) in prepaid long term leases | | 20 | 20 |
| Net Result | | <u><u>(23,006)</u></u> | <u><u>25,054</u></u> |

22. FINANCIAL INSTRUMENTS

The Authority's principal financial instruments are outlined below. These financial instruments arise directly from the Authority's operations or are required to finance the Authority's operations. The Authority does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Authority's main risks arising from financial instruments are outlined below, together with the Authority's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Audit and Compliance Committee has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Authority, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Compliance Committee on a continuous basis.

| Category | Notes | Carrying amount | Carrying amount |
|--|--|-----------------|-----------------|
| | | 2016 \$'000 | 2015 \$'000 |
| (a) Financial Instrument Category | | | |
| Financial Assets | | | |
| Cash and cash equivalents | N/A | 125,440 | 122,519 |
| Receivables ¹ | Receivables (at amortised cost) | 4,740 | 7,354 |
| Advances receivable | Advances (at amortised cost) | - | 45,698 |
| Less: Allowance for impairment | | - | (45,698) |
| | | 130,180 | 129,873 |
| Financial Liabilities | | | |
| Payables ² | Financial liabilities measured at amortised cost | 10,998 | 13,143 |
| Other | Financial liabilities measured at amortised cost | 1,108 | 293 |
| | | 12,106 | 13,436 |

Notes

1. Excludes statutory receivables and prepayments (not within scope of AASB 7).

2. Excludes statutory payables and unearned revenue (not within scope of AASB 7).

(b) Credit Risk

Credit risk arises when there is the possibility of the Authority's debtors defaulting on their contractual obligations, resulting in a financial loss to the Authority. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Authority, including cash, receivables and authority deposits. No collateral is held by the Authority. The Authority has not granted any financial guarantees.

Credit risk associated with the Authority's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits are held in short term deposit accounts through TCorp with major banks including Commonwealth Bank of Australia, National Australia Bank and ANZ which have a credit rating of A1+. A1+ denotes highest credit quality with virtually no risk of default under Standard & Poor's rating.

Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW TCorp 11.00am unofficial cash rate adjusted for a management fee to Treasury. Interest on short term deposit is earned on a fixed interest rate throughout the term when the deposit was made on the day. The TCorp Hour Glass cash facility is discussed in paragraph (d) below. The Authority's short term deposit are disclosed as Cash & Cash Equivalent in note 7 and Authority Deposits below.

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on COD terms.

The Authority is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are less than 3 months past due (2016: \$1.4 million; 2015: \$4.0 million) are not considered impaired and together these represent 98.8% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'trade debtors' in the 'receivables' category of the Statement of Financial Position.

| | \$'000 | \$'000 |
|-----------------------------|-----------|-------------------------------|
| | Total 1,2 | Past due but not impaired 1,2 |
| 2016 | | |
| < 3 months overdue | 1,385 | 1,385 |
| 3 months - 6 months overdue | 17 | 17 |
| > 6 months overdue | - | - |
| 2015 | | |
| < 3 months overdue | 3,983 | 3,983 |
| 3 months - 6 months overdue | 139 | 139 |
| > 6 months overdue | - | - |

Notes

1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the Statement of Financial Position.

Authority Deposits

The Authority's funds held on short term deposit through TCorp with major banks are rated 'A1+' by Standard and Poor's. A1+ denotes highest credit quality with virtually no risk of default. These term deposits for the year earned an average interest rate of 2.80% while over the year the weighted average interest rate was 2.71%. None of these assets are past due or impaired. All funds held in term deposits are restricted cash per note 14.

(c) Liquidity risk

Liquidity risk is the risk that the Authority will be unable to meet its payment obligations when they fall due. The Authority continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The Authority's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 10.28% (2015 - 10.36%).

The Authority's financial liabilities included in Note 22(a) will mature in less than 1 year. The Authority does not have any borrowings, bank overdraft or other loans hence maturity analysis is not performed.

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority's exposures to market risk are primarily through interest rate risk on the Authority's borrowings and other price risks associated with the movement in the unit price of the TCorp Hour Glass Investment facilities. The Authority has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Authority operates and the time frame for the assessment (ie until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2015. The analysis assumes that all other variables remain constant.

Interest rate risk

A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Authority's exposure to interest rate risk is set out below.

| | | \$'000 | | | |
|-----------------------------|--------------------|---------------|---------------|--------------|--------------|
| | Carrying amount | -1% Profit | -1% Equity | 1% Profit | 1% Equity |
| 2016 | | | | | |
| <i>Financial assets</i> | | | | | |
| Cash and cash equivalents * | 5,203 | (52) | (52) | 52 | 52 |
| 2015 | | | | | |
| <i>Financial assets</i> | | | | | |
| Cash and cash equivalents | 41,577 | (416) | (416) | 416 | 416 |

* This balance excludes short-term deposit held at fixed interest rate. See note (7).

Other price risk – TCorp Hour Glass facilities

The Authority is not exposed to other price risk as there are no longer any investments held within the TCorp Hour Glass Investment facilities.

23. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Authority.

The Sydney Olympic Park Authority Act vests a number of remediated land fill sites with the Authority. The Authority is required to manage these remediated lands in accordance with a Maintenance Remediation Notice issued by the EPA under the Contaminated Land Management Act 1997. There is presently no known breach of conditions that require remedy.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Authority.

The Authority assesses contingent assets continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits will arise, the asset and the related income are recognised in the financial statements of the period in which the change occurs.

24. EVENTS AFTER THE REPORTING PERIOD

There are no subsequent events after the reporting period.

End of Audited Financial Statements

SydneyOlympicPark 

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