

Sydney Olympic Park



Annual Report 2017–18

Contents

Letter to Shareholding Minister.....	3
Chairman’s Report	4
CEO’s Report	5
About Us.....	6
Organisational Chart.....	7
The Board.....	8
2017–18 Highlights.....	13
Business Plan 2018–22.....	15
State of Environment Report.....	18
Return on Investment	43
Appendices	46
Financial Statements.....	79

Letter to Shareholding Minister

Annual Report 2017-18

31 October 2018

The Hon. Stuart Ayres MP
Minister for Western Sydney,
Minister for WestConnex and
Minister for Sport
52 Martin Place
SYDNEY NSW 2000

Dear Minister

We have pleasure of submitting, for your information and presentation to Parliament, the Sydney Olympic Park Authority Annual Report for the year ended 30 June 2018.

The report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* (NSW) and the *Annual Report (Statutory Bodies) Regulation 2015* (NSW). The report details the work, achievements and relevant statutory and financial information of Sydney Olympic Park Authority.

Yours sincerely



The Hon. John Fahey AC
Chairman



Charles Moore
Chief Executive Officer



Chairman's Report

The 2017-18 year was another period of growth for Sydney Olympic Park as it continued its evolution from the host venue for the world's largest sporting event to a thriving Town Centre and growing residential community in the heart of metropolitan Sydney; one which contributes more than \$1 billion annually to the NSW economy.

The Park has a key role to play in the Greater Sydney Commission's vision for Greater Parramatta and the Olympic Peninsula (GPOP) as a Lifestyle Super Precinct within the priority growth area. It is ideally placed to become an important employment and residential hub, in addition to being Australia's leading integrated sports and entertainment precinct combined with significant parklands.

Sydney Olympic Park continued to attract new investment throughout 2017-18. As key residential and commercial projects progressed, a review of Master Plan 2030 was finalised in the first half of 2018, providing a blueprint for the sustainable growth of the precinct.

The review responds to the emerging needs of the community as well as plans for wider development within the Greater Parramatta and Olympic Peninsula region. We were delighted to see Master Plan 2030 (2018 Review) receive Ministerial approval shortly after the end of the 2017-18 financial year and it has now been gazetted.

Master Plan 2030 (2018 Review) provides for approximately 10,700 new apartment-style homes to accommodate up to 23,500 residents, up from 4,450 in 2017-18. It will facilitate the creation of 16,000 new jobs in Sydney Olympic Park, increasing the Park's working population to 34,000 people.

Sydney Olympic Park's unique mix of venues and diverse parklands continues to be a major drawcard for visitors, and in March 2018 we recorded our highest number of monthly visits since the Sydney 2000 Olympic Games, playing host to 1.8 million visitors.

With improving transport links, better infrastructure and a new hotel planned for Sydney Olympic Park, its importance as a lifestyle, employment and residential precinct will only grow, as the region grows.

Major transport projects including Sydney Metro West and Stage 2 of Parramatta Light Rail will help transform the Park over the coming decade by providing fast, reliable and direct connections to the Sydney and Parramatta CBDs.

The NSW Government has reserved an initial \$3 billion for the Sydney Metro West project as planning continues, and an investment decision on Stage 2 of Parramatta Light Rail is anticipated in late 2018.

Whilst there are many remaining challenges, including the negotiation of the apportionment of rates with City of Parramatta Council, there is much to be excited about at Sydney Olympic Park.

I look forward to working with our executive, management, and the Authority's staff in the year ahead to ensure that we deliver on our Mission and continue to curate world-class places and events that deliver exceptional customer experiences.

The Hon. John Fahey AC
Chairman



CEO's Report

As the transformation of Sydney Olympic Park continues and our community of residents, students and visitors evolves and grows each year, Sydney Olympic Park Authority remains committed to demonstrating world-leadership in its management of the precinct.

We are aiming to become the first Olympic precinct in the world to achieve a 6 Star Green Star sustainability rating within the next three years; implementing Smart City initiatives; and developing a carbon neutral strategy.

These principles play an important part in Master Plan 2030 (2018 Review), which provides a roadmap for future development within the Park.

Sydney Olympic park is home to world-class sporting venues and over 50 sports organisations. The Authority continues to invest in expanding and improving the Park's facilities and is taking the lead on sports innovation.

After partnering with the NSW Institute of Sport to establish the Sydney Sports Incubator, Element 8 Ventures was selected to manage the innovative program, aimed at nurturing and assisting aspiring sport technology startups.

The state of the art training field at the new \$20 million NSW Rugby League Centre of Excellence was used for the first time by our triumphant NSW Blues during the 2018 State of Origin series, and construction of the adjoining NSW Rugby League headquarters building is on track for completion later this year.

Sydney Olympic Park attracted 10.5 million visitors in 2017-18 and hosted more than 5,500 events. There were 51 days during the year when there were more than 30,000 event patrons in the Park.

The Authority is committed to providing an excellent customer experience as part of its Mission and continues to investigate ways to improve the offering available at Sydney Olympic Park.

Work is underway on developing a mixed commercial retail and entertainment "Red Zone" near ANZ Stadium and construction of the new Yulang Pub on the corner of Olympic Boulevard will commence in October 2018. Plans are also progressing for the Park's first 4.5 star hotel on a site in the Town Centre.

We are also engaging with a wide range of stakeholders as we review the Vision for our parklands. We are proud custodians of the 430 hectares of open space, recreation areas, wetlands and waterway here in Sydney Olympic Park, which are enjoyed by in excess of 2.7 million people each year.

It certainly has been a busy 12 months and I expect the year ahead to bring further exciting developments for Sydney Olympic Park. All of us at the Authority will continue to work hard to fulfil our Vision and Mission for the Park as it continues its evolution.

Charles Moore
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 (NSW).

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 (2018 Review), 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

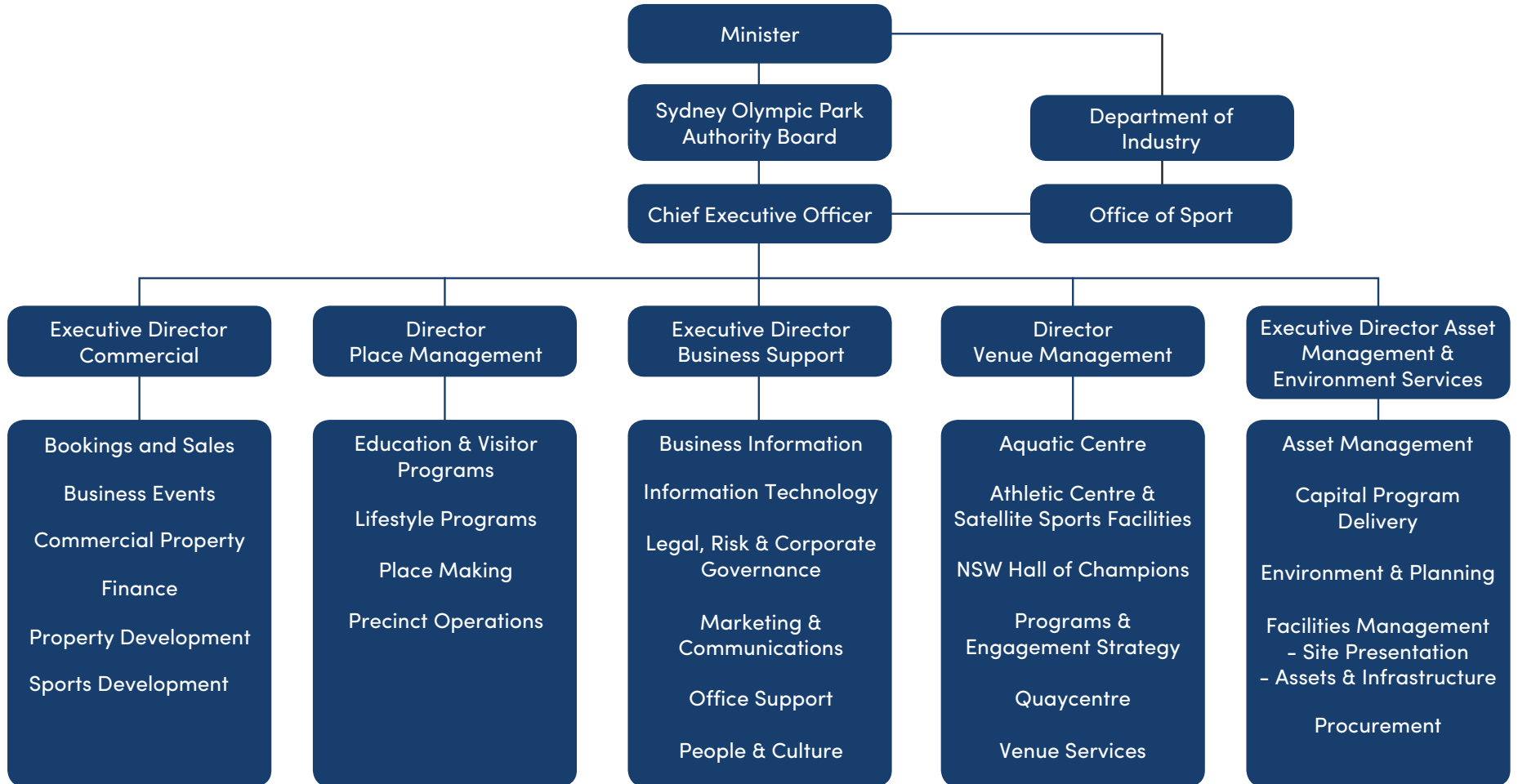
Sydney Olympic Park is an internationally recognised place with world-class events, venues, parklands and a great place to live and work, built on its Olympic legacy in a sustainable way.

Our Mission

To curate world-class places and events that deliver exceptional customer experience.



Organisation Chart



The Board



The Hon. John Fahey AC | Chairman

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 prior to entering federal politics and serving as the Minister for Finance and Administration in the Howard government until 2001. He was prominent in securing the Sydney 2000 Olympic Games, acting as Chairman of the bid team.

In 2002 Mr Fahey was made a Companion of the Order of Australia for his contribution to the NSW and Australian Parliaments, international relations through the Olympic Bid success, 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 is currently the fourth Chancellor of Australian Catholic University. Mr Fahey has also served as a Director and Chairman of the Bradman Foundation, Chairman Australian Rugby League Development for 10 years and a Director of the Royal Flying Doctor Service.

Mr Fahey was appointed as Chairman of the Sydney Olympic Park Board on 1 June 2016.



Pippa Downes | Director

Pippa Downes is a respected Executive and Non-Executive Director with over 25 years of distinguished career achievements in the international business and finance sectors.

As well as her Sydney Olympic Park Authority role, Pippa currently sits on the board of Australian

Technology Innovators Pty Limited, ALE Property Group, ASX Clearing and Settlement companies, Windlab Limited 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.

Pippa was previously an appointed Independent Director on the Board of Swimming Australia and the Swimming Australia Foundation. She has a Master's in Applied Finance from Macquarie University and Bachelor of Science (Business Administration) from University of California, Berkeley. Pippa was a dual international athlete having been a member of the Australian Swim Team and represented Hong Kong at the International Rugby Sevens. She is a volunteer lifesaver and enjoys an active lifestyle with her two children, Matthew and Sophie.

Ms Downes was appointed to the Board on 1 June 2016.

David Baffsky AO | Director

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, and 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.





Jill Davies | Director

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.

Matthew Dunn OAM | Director

Matthew Dunn has extensive experience in property and sport.

Matthew is currently a Director of Savills Capital Transactions team with a focus on commercial investment and institutional transactions.

Prior to joining Savills Matthew provided property advice to institutional investors and developers. As a development executive he advanced commercial, residential, mixed-use and industrial property for institutional and private property development groups.

As an athlete, Matthew was a member of the Australian Swimming Team for over 10 years, which included competing at three Olympic Games, achieving four world records, six Commonwealth Gold medals and 33 national titles.

He has maintained a strong involvement in aquatics as a Board Member of FINA (International Aquatics Federation) since 2012 and is a Board Member of Oceania Swimming Association.

Matthew was a former Board Member of Swimming Australia, a member of the FINA Athletes Committee and a member of the World Anti Doping Agency's Athletes Committee.

In 2009 Matthew was awarded the Medal of the Order of Australia and he has a Master of Commerce (Commercial Law and Accounting) from the University of Sydney.

Mr Dunn joined the Board of the Authority in May 2018.





Romilly Madew | Director

Since 2006, Romilly has led the Green Building Council of Australia and has built a global reputation as an influential advocate and change agent. She is a vocal advocate of diversity, Indigenous issues, flexibility in the workplace, and women in sport.

Romilly's collaborative style has led to many board and committee appointments. She is a member of: the federal government's Cities Reference Group; the Executive Committee of the Australian Sustainable Built Environment Council; Independent Chair of the Currawong State Park Advisory Board; and a Director at Sydney Olympic Park Authority and Chief Executive Women. Romilly is also a Founder of the Minerva Network (supporting Australia's elite sportswomen) and Member of the National Sustainable Development Council.

Romilly is in her sixth season as President of the Bilgola Beach Surf Life Saving Club, where she is also a Patrol Captain. She also competes in ocean swims, charity walks and runs.

Ms Madew was appointed to the Board on 1 June 2016.



Matt Miller | Director

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

His primary role is to lead and advise on sport policy and strategy, and oversee the coordination, planning and delivery of sport-related services and facilities across NSW. His role also includes collaborative leadership and support for the NSW Institute of Sport, Venues NSW, Sydney Olympic Park Authority, and the Sydney Cricket and Sports Ground Trust. Prior to his current role, Matt held several senior executive leadership roles in government, including CEO of the Australian Sports Commission; CEO of the Australian Child Support Agency; Queensland Commissioner for Fair Trading; and CEO of the Queensland Building Services Authority.

He holds Bachelor qualifications in engineering and economics and a Master of Applied Science.

Mr Miller was appointed to the Board on 1 June 2016.



2017–18 Highlights

- 10.5 million people passed through Sydney Olympic Park during 2017-18.
- The Park hosted a massive total of 5,566 events; 51 of these event days exceeded 30,000 event patrons.
- Sport-based events continued to grow in number, accounting for 47% of all events held in the Park in 2017-18; from school carnivals to elite international and professional competition.
- The Athletic Centre hosted the Australian Junior Athletics Championships over five days in March 2018, with more than 2,000 of the top young athletes in the country competing.
- The Aquatic Centre hosted 2,000 people per day over 8 days in April 2018, when the best junior swimmers in the country competed in the Australian Age Swimming Championships.
- Sport event attendance remained strong, despite the relocation of the V8 Supercars event to Newcastle and a reduction in the number of sports events at Spotless Stadium, with the Park home to 13 elite sporting teams including the GWS Giants AFL and Netball teams, the Western Sydney Wanderers, Parramatta Eels and South Sydney Rabbitohs.
- The Park continued to attract the very best in large-scale sport events including the Arsenal FC in Sydney Tour featuring blockbuster games against Sydney FC and the Western Sydney Wanderers; Socceroos' World Cup Qualifiers against Syria and Honduras; the NRL State of Origin; Bledisloe Cup; and NRL Grand Final.
- Australia's largest ticketed event, the Sydney Royal Easter Show, attracted 780,000 visitors to the Park over 12 days, despite the Show dates falling outside of the NSW school holiday period.
- Many of the world's best entertainers delivered show-stopping performances including Bruno Mars, Foo Fighters, Robbie Williams, Drake, Paul McCartney, Jerry Seinfeld, and Ed Sheeran, who's three concerts at ANZ Stadium set an all-time attendance record in Sydney, seen by more than 243,500 fans.
- The parklands continued to attract strong visitation with 2.7 million people enjoying the 430 hectares of natural and curated open spaces, including 35kms of cycle paths.
- In March 2018, 1.8 million people visited Sydney Olympic Park, the highest number of single-month visits since the Sydney 2000 Olympic Games.
- The Sydney Olympic Park-based community grew to 23,810 people. The number of residents increased dramatically to 4,450, with the Park also playing host to 17,500 workers and 1,860 students every business day.
- Construction of Folkestone Funds Management's new 6-storey commercial building at 11 Murray Rose Avenue was completed. This completed the commercial precinct along Murray Rose Avenue, adjoining the Sydney Showground.
- Plans for the biggest revitalisation of Sydney Olympic Park in its history took a significant step forward with



the 2018 Review of Master Plan 2030 completed and the document submitted to the NSW Minister for Planning and Environment for approval. If fully realised the Plan will see the Park transformed into a world leading 6-star Green Star Community with homes for 23,500 residents; up to 34,000 workers; new retail and business opportunities; new education sites; and new transport links.

- Planning progressed for new Metro Rail and Light Rail links which will directly connect Sydney Olympic Park with the Parramatta and Sydney CBDs, as well as surrounding suburbs.
- GPT continued construction of the new 5-storey building that will house the NSW Rural Fire Service headquarters from late 2018. The facility will be fitted out with state-of-the-art technology such as live fire information and intelligence, digital mapping, warning and media broadcasting.
- Ecove's 33-storey Opal Tower development on Australia Avenue was mostly completed, with 390 apartments and a childcare centre, as well as a new pedestrian bridge over Bennelong Parkway and a pedestrian tunnel under the T7 railway line.
- Meriton completed construction of its 10-storey, 331 apartment residential development on Bennelong Parkway and Payce Consolidated completed

its "Jewel" development, which comprises 256 apartments over nine levels on a site adjoining the Sydney Olympic Park Ferry Wharf.

- Work continued on the \$20M NSW Rugby League Centre of Excellence, with the adjoining purpose-built training field used by the NSW Blues for the first time during the 2018 State of Origin series.
- Planning continued for the Invictus Games Sydney, the world sporting event to be held at Sydney Olympic Park in October 2018, involving over 500 competitors from 18 nations.
- A two-year trial of the state's first automated Smart Shuttle commenced at Sydney Olympic Park.
- Sydney Olympic Park Authority was recognised for outstanding performance, claiming the National Award for "Metropolitan Destination Marketing Organisation" at the Meetings and Events Australian 2018 National Conference, after also winning the NSW Award.
- The Sydney Sports Incubator was launched in Sydney Olympic Park. A joint initiative of the NSW Institute of Sport and Sydney Olympic Park Authority, the Sports Incubator has been established to nurture sports startups and spearhead innovation in sports business.



Business Plan 2018–22

During the 2017-18 year Sydney Olympic Park Authority finalised its new four year Business Plan 2018–2022.

The Plan is in line with the Sydney Olympic Park Authority Act 2001, which assigns the Authority clear objectives and functions, and the NSW Premier's and State Priorities, which set out how the NSW Government will deliver a range of community priorities.

The Business Plan provides clear direction and objectives for the organisation for the short-to-medium term future. It provides detail to, and is driven by Sydney Olympic Park Authority's high level strategy map.

The goal of the Business Plan is to enable the Authority to achieve its Place Objective of creating a world-leading precinct built on Olympic Legacy – a vibrant liveable and sustainable community; unequalled sports, entertainment and recreation destination;

and diverse urban parklands – and it includes a number of key business outcomes:

- Recognised world-class precinct manager;
- The leading sport, events, venues and parklands destination;
- Facilitator of exceptional customer experience;
- Driving economic and activation benefits;
- Engaged, motivated and effective workforce;
- Trusted advisor to government;
- Collaborative stakeholder;
- Innovative, agile and sustainable operator;
- Sustainable financial performance.

Key achievement and milestones for Sydney Olympic Park Authority during 2017-18 which are aligned to the Business Plan include:

- Finalising 2018 Review of Master Plan 2030;
- Increasing Authority revenue by \$37 million including developer contributions;
- Completing business functional re-alignment and beginning implementation of new way of working;
- Lodging documentation for both Green Star Communities and Sustainability Advantage accreditation;
- Undertaking a security review and developing implementation plan;
- Reviewing and updating asset management plans;
- Developing the Parklands Vision;
- Hosting over 10 million visitors, including 51 days with over 30,000 event customers, and delivering an enhanced customer experience;
- The announcement of the preferred route for Stage 2 of Parramatta Light Rail, which will connect Sydney Olympic Park and the Olympic Peninsula with Westmead, via the Parramatta CBD and suburbs north of the Parramatta River.

The Premier's and State priorities include:

encouraging business investment; creating jobs; increasing housing supply; delivering infrastructure; increasing cultural participation; tackling childhood obesity; keeping our environment clean; and improving Government services.

The Authority supports these priorities in range of ways, guided by its Business Plan and Master Plan 2030 (2018 Review).

These include:

- Increasing housing supply and building infrastructure to support the growing population and the Greater Sydney Commission's vision for Greater Parramatta and the Olympic Peninsula (GPOP);
- Encouraging business investment to attract and grow businesses, create jobs and prosperity, and improve living standards;
- 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 by providing recreation opportunities and supporting children and families to be healthy and active;
- Keeping our environment clean to protect ecosystems and conserve our natural environment;
- Taking steps to make Sydney Olympic Park a sustainable, 6 Star Green Star Community;
- Improving Government services, and delivering the services people need that are easier, faster and more convenient;
- Driving Public Sector diversity through 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;
- Increasing and improving digital services, including increasing the level of online transactions.

To curate world class places and events that deliver exceptional customer experience

Place Objectives



Premier's Priorities



- Encourage business investment
- Create jobs
- Increase housing supply
- Deliver infrastructure
- Increase cultural participation
- Tackle childhood obesity
- Keep our environment clean
- Improve Government services

Business Objectives



2022 Targets

- Achieve Green Star Communities – 6 Star
- Technical tours & International delegations
- Number of awards received
- Enhance and protect the natural environment

- Increase net Promoter Score
- Reduce complaints
- Increase repeat visitation
- Exceed customer satisfaction targets

- Increase gross floor area
- Grow population of residents, workers & students
- Increase number of visitors
- Increase number of events

- Increase employee engagement
- All ongoing staff with Performance Development Plans

- Value enhancing inter-agency projects

- Establish an innovation pipeline with priorities
- Decrease capital works backlog shortfall
- Implement new way of working

- Reduce operational costs non Government funded
- Increase revenue
- Increase revenue to cost ratio

- Grow number of sports headquarters located within the Park
- Increase sports participation visitors
- Increase sports spectator visitors

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.

This State of Environment Report provides an overview of the Authority's management practices and performance over 2017-18 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.

The Authority has continued to implement new sustainability and environmental initiatives since being awarded the 10 year Sustainability Award in 2013; the number of initiatives has increased from over 110 in 2013-14 to 150 in 2017-18. These initiatives are in addition 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.

Achievements

- Sydney Olympic Park was identified as a “priority site” for conservation of the endangered Green and Golden Bell Frog under the NSW Office of Environment and Heritage’s “Saving Our Species” program. A government-funded workshop for land managers and ecological consultants in February 2018 demonstrated the Park as a best practice example of Bell Frog habitat management.
- A controlled burn was conducted at Newington Amory and Newington Nature Reserve by National Parks and Wildlife Service and Fire and Rescue NSW. Controlled burns are important in the native landscape, both to enhance ecological health of the critically endangered Sydney Turpentine Ironbark Forest Community and to reduce the risk of uncontrolled fires.
- The Authority registered a commitment to becoming a 6 Star Green Star Community with the Green Building Council of Australia (GBCA), with the aim of delivering excellent planning, design, construction and management across the Park, in the categories of Governance, Liveability, Economic prosperity, Environment and Innovation.
- A Climate Change Risk Assessment and Adaptation Plan was completed for the precinct with assistance from the Office of Environment and Heritage, through the Sustainability Advantage Program.

- Staged replacement of existing public area lighting with energy-efficient LED luminaires continued, with Stage 1 completed. The Authority's annual electricity usage in 2017-18 was approximately 7% lower than in 2016-17, resulting in a reduction of 1,390 tonnes in greenhouse gas emissions.
- The annual Parklands User Survey rated overall satisfaction with the parklands at 8.6 out of 10. This is the same score as 2016-17 and ranked Sydney Olympic Park fourth out of nine participating government authorities in the Sydney and Central Coast area.
- Concept design was completed for Stage 3 Alternative Leachate Treatment and Disposal of leachate from four central remediated landfills (Kronos Hill, Wentworth Common, Haslams Reach/ car park P5 and Archery Park).
- The Authority completed a Condition Audit of remediated landfill assets at Kronos Hill, the Pyramid and Little Kronos Hill; and a Condition Audit on the leachate rising main between the Former Golf Driving Range landfill and the Kronos Hill remediated Landfill, installing access points along this section of leachate rising main to allow cleaning and maintenance of the line.
- The inaugural Innovation Games event was delivered during National Science Week 2017 with an audience of 4,000 people participating in hands-on science activities at Cathy Freeman Park. The Innovation Games is a marquee event for the Sydney Science Festival.
- In line with its commitment to sustainable development, Sydney Olympic Park Authority developed an Integrated Energy Master Plan with the goal of transforming Sydney Olympic Park into a sustainable energy hub. This plan will help the Authority manage current and future energy demands through the use of energy efficient design standards, innovative technologies in system operations and energy demand management, and wide application of renewable energy sources.
- Replacement of the 460m long timber boardwalk in the Badu Mangroves precinct commenced. The new boardwalk is being constructed from durable composite products with the edge rails made with post-consumer and post-industrial mixed plastics. The materials were selected for their environmental benefits and low maintenance requirements. Stage 1 was completed in 2017-18, with stages 2 and 3 due for completion in 2018-19. The new boardwalk was also designed to cater for the changing climate and sea level rise whilst at the same time providing a safer walk and education space for visitors and students.

Future directions

The Vision for Sydney Olympic Park is for “an internationally recognised precinct with world-class events, venues, parklands and a great place to live and work, built on its Olympic legacy in a sustainable way”. As the Park is becoming an even more desirable place to live, work and



play, the precinct is continuing to grow and develop, with an accompanying increase in energy and water use, waste generation, and increased pressure on ecological systems and public open spaces. Master Plan 2030 (2018 Review) was developed to guide sustainable urban renewal and development in the Park. It commits Sydney Olympic Park to becoming a “6 star Green Star Community” under the Green Building Council of Australia rating tool. The Authority has been developing action plans to achieve a 6 star Green Star Communities rating through the delivery of a sustainable precinct that provides a healthy environment, liveable community and prosperous city.

Master Plan 2030 underwent further reviews in 2017-18. The 2018 Review strengthens environmental provisions by:

- Committing to certification of Green Star Communities within Sydney Olympic Park;
- Increasing the Green Star ratings for all developments;
- Requiring design competition sites to aim for 6 Star Green star ratings;
- Requiring new developments to connect to the Authority’s recycled water system; and
- Encouraging the selection of sustainable materials for new developments.

The Authority is actively addressing environmental sustainability across both the Park and organisation. Future key sustainability directions for 2018-19 include:

- Continued development and implementation of action plans to strive towards a 6 star Green Star Communities rating and Gold Sustainability Advantage rating;

- Continued habitat enhancement works to promote populations of woodland birds and the endangered Green and Golden Bell Frog;
- Continued luminaire replacement program for street lights and pedestrian lights;
- Implementation of the Integrated Energy Master Plan to facilitate Sydney Olympic Park’s transition to a low-carbon economy, and the scaling up of deployment of renewable energy resources and energy efficiency initiatives;
- Improving the Authority’s environmental due diligence and compliance procedures through training and auditing;
- Continued progress in developing alternative leachate treatment and disposal options for four landfills reliant on off-site leachate treatment;
- Continued review of the Authority’s waste management strategy; development of a litter management strategy to address increasing littering issues across the Park;
- Improving the ecological health of mangrove forests in the Badu Mangroves precinct through the introduction of tidal flow from Powells Creek to an area of degraded and dying mangrove forest; and
- Providing opportunities for sustainability education with the community, residents, workers and visitors through practical, hands-on workshops to improve knowledge and motivation for sustainable living and individual wellbeing.

Fast Facts

Sydney Olympic Park Authority reduced its electricity usage by approximately **7%** in 2017-18, and by **17%** over the past five years. Greenpower accounted for **6%** of total electricity consumption in 2017-18.

The Authority's pollution control measures prevented close to **82 tonnes** of waste from entering the Park's waterways during 2017-18.

919,821 kilolitres of recycled water (or the equivalent of **368** Olympic swimming pools) was produced during 2017-18 for use in Sydney Olympic Park and the adjacent suburb of Newington.

2.72 million people visited the parklands throughout the year, including close to **24,000** school students.

Over **one million** cyclists visited the parklands in 2017-18; the second highest number since 2005-06.

Sydney Olympic Park supports over **400** native plant species and over 200 native animal species. Over **23,000** native shrubs and groundcovers were planted in 2017-18 to provide habitat.

1 Water

Sydney Olympic Park Authority 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 sport 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 to be 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 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 2017-18

Recycled water production	919,821 kilolitres produced; Approximately 30,000 residents and workers serviced.
Recycled water consumption	223,935 kilolitres used in the public domain, including 147,855 kilolitres used for parklands irrigation; 107,268 kilolitres used in the sport venues.
Harvested stormwater consumption	28,245 kilolitres used for parklands irrigation.
Potable water consumption	38,347 kilolitres used in the public domain; 94,608 kilolitres used in the sport venues.

NSW Government Resource Efficiency Policy reporting: Water management

	2017-18	2016-17	2015-16	2014-15	2013-14
Total potable water consumption (Kilolitres)	132,955	114,717	116,082	116,774	125,032
Cost (\$)	271,228	229,434	264,203	260,640	271,069

Compliance with procurement standards:

W3 Minimum standards for new water-using appliances– none purchased in 2017-18



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 the introduction of energy conservation measures. Significant numbers of car park 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 space, 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 2017-18

Electricity consumption	8,331,443 kilowatt hours in the public domain including Sydney Olympic Park Authority head office, streetlights and car park lights;
	8,135,452 kilowatt hours in the sport venues.

Greenpower accounted for 6% of total electricity consumption.

Natural gas consumption	Natural gas consumption in the public domain was comprised of 72,072 megajoules for lighting the Olympic cauldron and 3,224 litres of bottled LPG gas for barbeques at Blaxland Riverside Park.
-------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

57,236 gigajoules of natural gas was used at the sport venues.

Solar power generation	991,196 kilowatt hours supplied to the grid.
------------------------	----------------------------------------------

Energy management initiatives	A 12-month trial of wireless control of public lighting in selected streets in the Town Centre was completed. When fully implemented this system has the ability to fully automate lighting systems in the Park, provide operating flexibility, measure energy use, control light intensity, provide status and notification of faults, increase operating efficiencies and reduce recurrent costs.
-------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

NSW Government Resource Efficiency Policy reporting: Energy management (Electricity)

Year	2017-18	2016-17	2015-16	2014-15	2013-14
Consumption (kilowatt hours)	16,466,895	17,767,695	18,910,825	18,787,215	19,940,969
Cost (\$)	2,987,704	3,073,149	3,070,232	3,585,576	4,357,440

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
Replacement of luminaires at P1 Car Park and selected streets in the Town Centre with LEDs, and progressive installation of advanced lighting control (City Touch system)	2017-18	\$25,000

Compliance with procurement standards:

E3 New electrical appliances and equipment – complied. Equipment purchased from approved government suppliers.

E4 Minimum standards for new buildings – complied. Commercial buildings must achieve a minimum of 5 stars GBCA rating and 5.5 star NABERS energy rating. Minimum NABERS energy rating for buildings on design excellence sites are: 5.5 star for commercial and office buildings; 5 star for retail and hotels. Buildings on design competition sites are required to achieve 6 Star Green Star rating. Residential buildings must comply with BASIX and the Authority's WSUD and ESD principles.

E5 Identify and enable solar leasing opportunities – complied.

E7 Purchase 6% green power – 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 Environment Protection licences under the Protection of the Environment Operations Act 1997, which regulate discharge of wastewater from leachate bioremediation and from recycled water production.

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

Pollution control 2017-18

Stormwater litter	<p>Close to 82 tonnes of pollutants were prevented from entering the Park’s waterways including:</p> <ul style="list-style-type: none"> • 62.2 tonnes of stormwater litter and sediment captured by gross pollutant separation units (including 13 tonnes generated upstream of the Park); • 5.8 tonnes of floating litter originating upstream of the Park captured by booms; • 14 tonnes of waste captured in roadside pits and drains.
Licensed discharges to waters	<p>1,112 kilolitres of leachate was treated at the Wilson Park bioremediation system; there were no discharges from the system required due to dry conditions (treated leachate was disposed via evaporation). 3,487 kilolitres of leachate was treated at the Blaxland Sustainable Leachate Treatment Wetland; 23,000 kilolitres (including stormwater to reduce ammonia concentrations) was discharged to the Parramatta River in accordance with Licence conditions.</p> <p>73,486 kilolitres of reverse osmosis retentate was discharged to Haslams Creek from the WRAMS recycled water plant in accordance with Licence conditions.</p>

Noise	<p>The Authority has a Noise Management Plan and provides event-specific noise information updates to local residents via a range of communication channels. Noise levels are monitored during events to ensure compliance with the noise management plan and approved limits.</p>
Pollution incidents	<p>No penalty notices or enforcement actions for environmental non-compliance were taken against the Authority.</p> <p>Two pollution incidents originating upstream of the Park were reported to regulatory authorities, including:</p> <ul style="list-style-type: none"> • Sydney Water Corporation (SWC)'s sewer overflow discharge from a licenced pumping outlet. SWC attended the incident and organised clean up; • Aviation fuel leak from VIVA Energy's underground pipe delivery system into the upper end of Boundary Creek; rectification works have been undertaken since January 2018, and are almost complete. Remediation of the upper reach of Boundary Creek is yet to be addressed. <p>In 2016-17 the Authority reported a pollution incident to City of Parramatta Council involving substantial sediment inflow into Nuwi Wetland. The polluter paid two Council-issued fines in 2017-18. The polluter is yet to action the regulatory clean-up notice.</p>
Initiatives	<p>In accordance with the Authority's new Infrastructure Engineering and Construction Manual, all developers are required to provide daily inspection reports of erosion and sediment controls, and monthly reports to the Authority.</p> <p>Developers must also conduct a condition audit of stormwater assets within 20m of site boundaries prior to, and post development, and provide results to the Authority.</p>

NSW Government Resource Efficiency Policy reporting: Air emissions

Compliance with procurement standards:

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

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

The Environmental Guidelines for Sydney Olympic Park (2008) sets out material selection objectives, including prioritising the selection of natural non-toxic materials, to ensure the use of harmful materials is minimised.

Policy requirements are included in any new term contracts let, and are considered in the tender assessment process. The Authority also has a number of existing terms maintenance contracts which predate Policy requirements. Standard ProcurePoint contracts issued by NSW Department of Finance, Services and Innovation are utilised for capital works projects undertaken by the Authority.



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. Green waste is reused as mulch and construction waste is source-separated for recyclables wherever possible.

Ten remediated landfills covering 105 hectares of the Park, predominantly containing domestic and industrial waste and demolition rubble dating from 1950s to 1970s, are managed to protect human health and the environment. Leachate from three of the Park's landfills (Wilson Park, Blaxland and the Former Golf Driving Range) is treated on-site in wetland treatment systems. 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. Stage 3 Alternative Leachate

Treatment and Disposal of four central remediated landfills (Kronos Hill, Wentworth Common, Haslams Reach/car park P5 and Archery Park) aims to move away from reliance on industrial waste treatment. Approximately 50% of extracted leachate will be captured by Stage 3 Alternative Leachate Treatment and Disposal.

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 Environmental Guidelines for Sydney Olympic Park, 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.

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 2017-18

Public domain waste	<p>437 tonnes of general waste was collected from the public domain; 327 cubic metres of cardboard was collected and recycled.</p> <p>448 tonnes of comingled waste was collected from sport venues; 59% was recovered for recycling.</p>
Greenwaste	<p>306 tonnes of vegetation waste was recycled or mulched and retained on site; 26 tonnes of vegetation including weeds were taken to appropriate licenced facilities for disposal.</p>
Leachate	<p>9,022 kilolitres was transferred to a liquid waste plant for treatment and 9,577 kilolitres was bioremediated on-site (approximately 51.5% of all leachate extracted was bioremediated). 2017-18 leachate extraction rates have been smaller due to dry weather conditions.</p> <p>The biological leachate treatment system at Wilson Park removed 12 kilograms of BTEX and 0.2 kilograms of Polycyclic Aromatic Hydrocarbons (PAHs). Blaxland Sustainable Leachate Treatment Wetlands removed 690 kilograms of ammonia. Former Golf Driving Range Sustainable Leachate Treatment Wetlands removed 494 kilograms of ammonia.</p>
Aquatic Centre backwash	<p>Approximately 70,000 kilolitres of backwash was discharged to constructed wetlands.</p>
WRAMS reverse osmosis retentate	<p>73,486 kilolitres was discharged to Haslams Creek in accordance with Licence conditions.</p>
Volunteer clean up	<p>16 volunteers collected 70 bags of rubbish on Clean Up Australia Day.</p>
Waste management initiatives	<p>The Authority celebrated World Environment Day for the first time. The public event addressed the theme of 'Beat Plastic Pollution' by:</p> <ul style="list-style-type: none"> • Screening the ABC's War on Waste program to the public; • Displaying litter collected from a mangrove forest to highlight the issue; • Showcasing reusable products and handing out reusable coffee cups; • Demonstrating stormwater (and litter) flow on an interactive catchment model. <p>Authority staff at the corporate head office segregated 6 kilograms of kitchen food waste for composting during the Authority's inaugural participation in International Compost Awareness Week. Investigations are underway to introduce organics segregation into the office, and to install a permanent compost bin or worm farm.</p> <p>Ultrasonic bins sensors were trialled in the Park. The sensors transmit real-time data on the fullness levels of bins and relay messages to the collection contractor when bins are full, which reduces the number of times waste trucks are required on site by enabling contractors to plan trips only to bins that require emptying.</p>



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

	2017-18	2016-17	2015-16	2014-15	2013-14
Construction waste	54 m ³	9 tonnes	857 m ³	970 m ³	6,852 tonnes
	\$12,500	\$7,240	\$248,525	\$310,000	\$486,482

Construction projects and nature of waste varies from year to year. 2017-18 = vegetation removal from Bennelong Pond sediment basin works. Dredge spoil was retained on site for planting; 2016-17= asbestos sheeting from heritage building re-roofing works; 2015-16= asbestos-contaminated spoil from road construction (Dawn Fraser Avenue); 2014-15= asbestos-contaminated spoil from road construction (Dawn Fraser Avenue); 2013-14= excess spoil from road construction (Murray Rose Avenue).

Leachate	9,022 kL	29,171 kL	31,512 kL	21,367 kL	27,127 kL
	\$142,855	\$469,332	\$522,306	\$362,546	\$435,650

Off-site disposal volume only; volume generated is highly rainfall-dependant and variable between years.

Public domain waste (Park)	437 tonnes	463 tonnes	557 tonnes	515 tonnes	454.5 tonnes
	\$147,587	\$163,703	\$204,585	\$250,854	\$217,890

Includes major event waste, which is dependant upon the number and nature of major events each year, and incurs higher costs than general public domain waste due to the need to bring in and remove additional skip bins.

Public domain and kitchen waste (Sydney Olympic Park venues)	448 tonnes	465 tonnes	708 tonnes	420 tonnes	417 tonnes
	\$177,842	\$153,569	\$130,000	\$115,972	\$112,050

Varies with the number and nature of venue events each year.

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 three endangered ecological communities; over 200 native bird species; seven species of frog; 11 species of bat; 17 species of reptiles; native fish; many thousands of species of invertebrates; protected marine vegetation; and three 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, eels, 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 2017-18

Number of native wildlife species recorded in 2017-18 (10-year trend in brackets)	10 microbats (increasing); 143 birds (stable); 5 frogs (stable); 2 possums (stable); 10 reptiles (stable).
Number of threatened species sustained	Three endangered ecological communities. Three threatened plant species; three resident threatened fauna species; several threatened migratory fauna species.
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 16 hectares; 60% in good to fair condition, 10% requires supplementary works and 30% immature new plantings.





Habitat management and restoration

- Vegetation management to support threatened species was conducted over 200 hectares of ecologically sensitive habitats;
- 23,122 new habitat plantings were installed, including 9,498 local provenance plants, and approximately 2,000 plants installed as part of the Authority's World Environment Day Staff Planting Challenge;
- 3,000 square metres of mixed shrub and native grasses installed in place of kikuyu to enhance habitat and movement corridor for priority species including woodland birds and the Green and Golden Bell Frog;
- Installation of approximately 90 metres of linear temporary screening fence at the Waterbird Refuge. 1,480 shrubs and groundcovers (including 760 local provenance) installed to eventually provide vegetative screening;
- Continuation of 12-year staged noxious weed removal and habitat replacement program in the Brickpit. 1,050 square metres of lantana, and the last *Juncus acutus* (60 plants over 100 square metres), were removed from the Brickpit; replacement plantings installed;
- 220 kilograms of Alligator Weed, 780 kilograms of Pampas Grass flower stalks and 80 mature Pampas Grass were removed;
- Trial of flame weeding to rejuvenate native species, induce native species germination and reduce seed bank of exotic weeds;
- 6 hectares of Newington Nature Reserve forest underwent a low-intensity controlled burn by National Parks and Wildlife Service and the NSW Fire and Rescue Service, to induce seeding and germination of natives;
- Approximately 450 hours spent removing pneumatophores from drainage channels in Badu Mangroves to enhance tidal exchange and reduce pooling (which has led to a decrease in mangrove health and dieback);
- Installation of a second floating reedbed in the Northern Water Feature to improve the pond's function as a stormwater pond. Over 70% of the reed cover has been lost from this wetland since its construction and enhancement works are planned to continue;
- Eight ponds were drained and refilled with fish-free water in Narawang Wetland as part of the annual cyclic draining program. The program aims to reduce the impact of the predatory fish *Gambusia* on the Green and Golden Bell Frog;
- Rehabilitation of constructed frog habitat ponds in conjunction with the annual cyclic pond draining program for noxious fish control.

Ecological survey programs – survey highlights

The annual Green and Golden Bell Frog monitoring program shows the species is still widely distributed across the Park with sub-populations based in the Brickpit, Kronos Hill/Wentworth Common, Narawang Wetland and Blaxland Riverside Park/Wilson Park. The Brickpit remains the most stable and most important sub-population in the Park.

1,520 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 participating in citizen science programs.

112 native bird species were recorded in the annual spring bird census conducted by volunteers from Cumberland Bird Observers Club. 37 bird species were recorded breeding in the Park throughout the year. State-wide weather patterns have influenced bird numbers across the 2016 and 2017 censuses, highlighting the Park's environments as part of a regional network of bird habitats.

The Eastern False Pipistrelle (*Falsistrellus tasmaniensis*) was recorded for the first time at Sydney Olympic Park in early March by an Honours student from the University of Wollongong. This microbat species is listed as vulnerable under NSW legislation.

Live streaming of the Park's resident White-bellied Sea-Eagles nest occurred for the 11th year in Newington Nature Reserve and was viewed by EagleCam supporters around the world.

Mosquito treatments

Six helicopter applications and five ground applications of Bti mosquito treatments were applied within the Park's estuarine wetlands during the 2017-18 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 Town Centre. 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, 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 2017-18

Parklands
visitation

2.72 million people visited the parklands throughout the year. Bicentennial Park received 48% of total parklands visitors. 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.

Close to 24,000 school students participate in environmental excursions and education events within the parklands.

Guided tours with ecological and heritage themes are available to Park visitors. In 2017-18, 26 people attended five tours into the Brickpit; 5,201 people took the heritage train tour through the State Heritage listed Newington Armory on weekends, and 369 people took the heritage train tour on weekdays.

The annual Parklands User Survey rated overall satisfaction with parklands at 8.6/10. Overall satisfaction with Park maintenance was 8.2/10.



Open space development and facilities	<p>Newington Armory is listed on the NSW State Heritage Register due to the heritage significance of the buildings and landscape. Minor works at two buildings in Newington Amory were carried out to enable activation for events and possible lease opportunities. A turf reinforced car park previously developed in Newington Armory to provide a sympathetic solution the heritage landscape and to further activate the precinct, will be extended after a successful trial period.</p> <p>The Village Green playground in Bicentennial Park is under refurbishment to provide a high standard facility that is compliant with impact protection, accessible to disabled children, is low-maintenance, and environmentally responsible. The modular tiles of the playground surface are made from 100% recycled waste rubber and PVC, and can be recycled in turn.</p>
Regional and community partnerships	<p>In collaboration with City of Parramatta and City of Canada Bay LGAs a draft document on the creation of a Homebush Bay Circuit for pedestrians and cyclists was developed for public comment.</p> <p>The Murama Cultural Council was established to guide cultural heritage conservation and interpretation at Sydney Olympic Park. The advisory group includes 18 Aboriginal leaders from across all levels of government, corporate industry, six NGOs and four Universities.</p> <p>The Authority is a participant in the Parramatta River Catchment Group (PRCG). The PRCG is a regional organisation of local councils, state agencies and community representatives whose aim is to work together to improve the health of the Parramatta River catchment. The Authority has contributed to projects in the areas of ecological health, pollution control and enhanced community connection with the River and its catchment.</p> <p>The Authority has developed a strong working relationship with City of Parramatta Council following changes to Local Government boundaries in 2016. Council and The Authority have signed a Memorandum of Understanding to enable both organisations to work together more closely across a wide range of areas including the delivery of the best possible services for our residents and businesses, as well as better outcomes for the environmental management and planning process in and around Sydney Olympic Park, along with the Greater Parramatta and Sydney Olympic Peninsula.</p> <p>Other activities with Council include a short forum with Council staff, The Authority and ecological experts on shadowing impacts on Mangroves in Nuwi Wetlands and Newington Nature Reserve wetland.</p>
Parklands strategy development	<p>Three parklands strategy background studies – the Parklands Recreation Needs & Capacity Study, Parklands Constraints & Opportunities Study and Parklands Assets & Infrastructure Study were completed.</p> <p>The Authority commissioned the Sydney Olympic Park Urban Greencover Study on tree canopy in the urban core, to develop an Urban Street Tree Management Plan.</p>



7 Transport

The Authority seeks to maximise use of public transport by people visiting, living, working and studying at the Park, and works collaboratively with Transport for NSW in reviewing and improving services.

The Park is serviced by train, bus, and ferry networks, with additional services provided during major events. An integrated ticketing system operates during 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 when travelling to off-site meetings.

There are 35 kilometres of shared bike paths and cycleways in the Park, with connections to regional bike routes. Bike racks are provided throughout the Park to support Active Transport.

RMS and accident data are continuously monitored to identify locations that require traffic improvement works.

Transport 2017-18

Public transport	<p>Five bus routes regularly service Sydney Olympic Park, providing connections to Newington, Lidcombe, Burwood, Strathfield, Parramatta, Rhodes, Top Ryde and Chatswood.</p> <p>Ferries operate between the Sydney Olympic Park Ferry Wharf, the City and Parramatta.</p> <p>Trains run between Sydney Olympic Park Station and Lidcombe Station every ten minutes on weekdays.</p>
Mass transit	<p>Integrated ticketing (train and bus travel) was included in all major events. An average of 75% of major event patrons travelled to the Park by bus, coach or train.</p> <p>The Ed Sheeran concerts held in March 2018 saw an average of 82,600 people come to the Park for each of the three concerts. An average of 85% of these concert patrons travelled by train, bus or coach.</p>
Future public transport connections	<p>The Authority worked collaboratively with Transport for NSW to progress the Parramatta Light Rail project and delivery of a light rail connection between Sydney Olympic Park and Parramatta and also to facilitate the announcement of the new Sydney West Metro project</p>
Cyclists	<p>Over one million cyclists visited the parklands, an increase of 16,114 compared to 2016-17.</p>
Traffic management initiatives and improvements	<p>The Authority partnered with Telstra, NRMA, IAG, HMI Technologies and the NSW Government to conduct the first precinct-based trial of vehicle automation in NSW. The driverless shuttle bus was first trialled in Newington Amory in August 2017 with the aim of operating live in the Park in 2018-19.</p> <p>The P3 Car Park Shuttle Bus was extended until October 2018, with further review in 2018-19.</p> <p>A new electronic Point to Point (PTP) booking arrangement for parking at Dawn Fraser Avenue in the Town Centre was implemented, in partnership with Secure Parking and PTP providers.</p>

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 the minimum water and energy rating as required by the NSW Government Resource Efficiency Policy

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 Utility Vehicle, bicycles and Opal cards. The Authority's office building offers end-of-trip bicycle racks and shower facilities 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 NSW Government contract and meets mandatory energy efficiency ratings. Paper used for print and copying tasks are made from 100% recycled papers and/or 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 where possible. 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, induction and training programs that target students and adults, along with Authority staff and contractors.

Authority Operations 2017-18

Electricity consumption	<p>191,275 kilowatt hours of electricity was used in the Authority's head office at 8 Australia Ave, the lowest in five years, equating to 1,603 kilowatt hours per full time equivalent (FTE), and 105 kilowatt hours per square metre of floor space.</p> <p>Greenpower purchased accounted for 6% of total electricity consumption.</p>
Fleet vehicles	<p>Approximately 78,624 kilometres were travelled by Authority staff for business purposes. The Authority maintained a fleet of 13 passenger and light commercial vehicles.</p>
Office supplies and publications	<p>917 reams of white A4 paper were purchased for Authority offices (7.7 reams per FTE per year). The Authority is increasing the use of paper with recycled content. Paper with recycled content made up 83% of total paper purchased (70% with 100% recycled content, 13% with 20% recycled content). 87% of total paper purchased and 13% of total office supplies purchased meet the supplier's ethical sourcing requirements.</p> <p>Surplus and obsolete office equipment (including laptops, desktop phones, printers, computers, monitors and projectors) were collected for recycling.</p>
Staff engagement	<p>A Staff Planting Challenge was held in June to celebrate World Environment Day. Staff planted 1,898 local provenance native shrubs and groundcovers at Wentworth</p>
Contractors	<p>New contracts developed, tendered and awarded: Bioremediation leachate treatment wetlands (Analytical Laboratory Services; Database management, Data Analysis and Reporting); Landscape Maintenance (parklands and town centre); and Tree Maintenance Services.</p> <p>177 Work Permit applications for various development and maintenance works around the Park were formally risk assessed and approved.</p> <p>176 contractors working at the Park received environmental induction training in compliance and best practice environment management. 217 contractors, staff, researchers and visitors received site or project-specific induction training.</p> <p>The Authority's security contractor (Australian Concert and Entertainment Services) utilises an electric motorbike, two electric bicycles and one electric buggy.</p>



Environmental education and training programs

9,560 primary school students and 14,290 secondary school students participated in environmental excursions and education events within the parklands. 3,990 of these students attended science programs at the Waterbird Refuge.

2,760 students from 35 schools attended programs focussing on indigenous culture.

Five new programs were launched in 2017-18 aimed at students between Stage 3 and 6. The topics include: Bennelong & the Wangal; Landscapes and Landform; Water in the World; Environmental Change & Management; and Ecosystem Dynamics.

511 visitors attended 31 Technical Insight Tours; 83% of these showcased the Authority's environmental management and sustainability strategies.

The Authority hosted the NSW Geography Teachers Association annual conference and led field trips showcasing sustainable development and environmental management across the Park.

The Authority delivered programs on heritage interpretation and conservation at the 2018 Sydney Royal Easter Show to 2,500 students.

Youth Eco Summit (YES) primary 2017 was attended by 3,000 students from 45 schools. The event featured 35 agencies and program providers promoting environmental sustainability through curriculum-based workshops and interactive displays. The Murama Indigenous Youth Summit was integrated with YES primary. This program, attended by 80 participants and supported by more than 60 Indigenous community leaders and Elders, is an on-country urban camp aimed at building capacity of Indigenous youth around cultural knowledge and leadership.

YES secondary 2017 was attended by 400 students from 20 schools. The event featured NRMA's Future of Transport Challenge and young environmental advocates from Speaking for the Planet.

One Wetland Education Training (WET) workshop was conducted in 2017-18, attended by 21 participants.

On World Wetlands Day, the Authority held a special forum highlighting the importance of urban wetlands to developers; the event was attended by 17 developers and their industry partners.

The Authority undertook collaborative research on the relationship between sedimentation and sea level rise with the University of Wollongong and Macquarie University. The outcomes will help the Authority develop adaptive management plans for the Park's mangrove forest and endangered Coastal Saltmarsh.

The Authority co-hosted the Australian Mangrove and Saltmarsh Conference with Macquarie University; the conference explored the latest research and management in mangrove and saltmarsh, and was attended by 83 participants from Australia and seven other Asia-Pacific nations.

The Authority's Wetlands Manager was invited by Ramsar to Nanjing China to present a case study on how Sydney Olympic Park balances development activities with good wetland management, with emphasis on urbanisation and wetland health.

The Authority supported five students from Macquarie University in undertaking a mangrove health assessment study to satisfy the field work component of their final year course. The Authority provided the site, background information, guidance in methodology and report review, and received useful data and a report in return.



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.

New development is subject to precinct wide planning principles established by State Environmental Planning Policy (Major Development) 2005, Master Plan 2030 and the Authority's Environmental Guidelines for Sydney Olympic Park 2008. New developments are connected to the Park's recycled water system, thereby reducing potable water demand.

Master Plan 2030 underwent further reviews in 2017-18. The 2018 Review strengthens environmental provisions by:

- Committing to certification of Green Star Communities within Sydney Olympic Park;
- Increasing the Green Star ratings for all developments;
- Requiring design competition sites to achieve 6 Star Green Star ratings;

- Requiring new developments to connect to the Authority's recycled water system; and
- Encouraging the selection of sustainable materials for new developments.

There are currently 44 design excellence sites, with more to be subject to future Master Plan studies.

Enhanced public transport systems and improved accessibility to the Park will support the vision of the Park as a world-leading sports, entertainment, events and recreation destination; drive economic and activation benefits through an increased number of events and visitation; support the delivery of sustainable residential and commercial developments; and improve access to the diverse parklands for recreation and education.

Sydney Olympic Park has been selected by the NSW Government as a link in the Sydney Metro West project, and Stage 2 of the Parramatta Light Rail project. The Authority has been working closely with project delivery teams, community groups and stakeholders to ensure the final alignment and detail design of station locations delivers the best possible outcomes for Sydney Olympic Park. A government investment decision is anticipated in 2019.



Return On Investment

Sydney Olympic Park has seen more than \$3 billion worth of construction since the Sydney 2000 Olympic and Paralympic Games, with a further \$400 million in the pipeline for development within the next three years. The Park contributes more than \$1 billion annually to the NSW economy.

The Park's calendar of major events includes fixtures such as the Sydney Royal Easter show, NRL Grand Final, State of Origin and Bledisloe Cup that attract significant interstate and overseas visitation, thereby directly contributing to the Government's goal of increasing tourism to NSW.

70 per cent of the Authority's annual operating cash expenses (excluding depreciation) during 2017-18 were funded through revenue sourced from operations.

The Authority generates returns on government investment through:

- Economic benefits of property development at the Park;
- Stimulating tourism to the State and significant economic activity via major sporting, entertainment and business events at the Park;
- Generating increased revenue to reduce the cost to the Government of maintaining the Park.

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 that provide revenue and social benefits to the community.

Total expenses

The Authority's expenditure has generally remained steady, despite demands on maintenance of the Park's ageing infrastructure and the increasing visitation and activation of the precinct.

Current expenditure covers:

- Maintenance of the 430 hectares of parklands and the parklands-based education programs;
- Operation of Government-owned sport venues, including the Aquatic, Athletic and Archery Centres, the Hockey Centre, the Quaycentre 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;
- Urban design and town planning, including the implementation of the Sydney Olympic Park Master Plan 2030, building approvals, transport and traffic planning.

Depreciation and amortisation account for approximately 42 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 \$15 million in rental and recurrent lease-related income.

This included revenue from:

- ANZ Stadium;
- Qudos Bank Arena;
- Royal Agricultural Society of NSW;
- NSW Police;
- Sydney Trains;
- Ooh Media;
- Other agreements include Childcare Centres, Affordable Housing and ground leases on Hotels;
- Various arts, community associations and sporting groups.

Sydney Olympic Park Sports Venues (Aquatic, Athletic, Archery, Hockey, Quaycentre, Sports Halls, Satellite Venues)

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

The sport venues were over budget in 2017-18 due to significant unplanned but unavoidable maintenance works that were completed. These were funded from savings in other business areas. Revenue generation was hindered by unforeseeable events which included lower visitation numbers at the Athletic Centre and a

temporary drop in enrolments to the Swim School program following a change from term based to perpetual enrolments. This shortfall was partially offset by strong general pool visitation numbers, higher than expected Aquatic Centre venue hire and continued growth in the Health Club membership base and range of fitness classes through focussed membership retention programs.

The Quaycentre continues to grow the Gymnastics program and other programs working collaboratively with peak organisations such as Basketball NSW and Cheerleading NSW.

2017-18 also delivered numerous other significant achievements, including but not limited to:

- Hosting the Australian Age Swimming Championships in April 2018;
- Strong performance of Aquatic Centre venue hire (\$123K better than budget);
- Complete Wi-Fi installation at Quaycentre and commencement at Aquatic Centre;
- Implementation of naming rights sponsor signage and strategies at the Sports Centre, now known as Quaycentre, and sponsored by Quayclean;
- Athletic Equipment purchased, including a new competition set of Little Athletics hurdles, customised trolleys and implement holders, and a new set of IAAF high sided starting blocks;
- The Athletic Centre is now 95% paperless with new digital technology adopted for carnival booking packs, staff communication and full transition to CM file management;

- The Archery Centre installed a new awning to provide additional shade for Laser Tag and purchased a new set of target frames and ground quivers;
- Venue Hire Agreements extended for Milan Football Academy, Athletics NSW, SOPA Archers, Kings Sports Store, Judo NSW and NSW Institute of Sport;
- Hosting numerous state, national and international events across all venues;
- Continuing to work collaboratively with the NSW Institute of Sport in the facilitation of venue access and program delivery.
- The Business Events team was winner of the National Award in the category of "Metropolitan Destination Marketing Organisation" at the Meetings & Events Australia (MEA) Industry Awards;
- Secured financial commitment from all onsite venues to support the Business Events cooperative model.

Overall, the Authority's Business Events unit reported strong results in 2017-18. Over 500 leads were generated of which 117 were converted into new business for the Park and its venues.

Combined total revenue (including domestic, international and accommodation revenue) generated through the Business Events unit in 2017-18 was \$4.6 million.

Future challenges and direction

The Authority has completed a 10-year forecast of its operating budget and will finalise a detailed review of its Strategic Asset Management Plan.

The Authority has identified emerging challenges in sustaining its operating budget having forecasted likely grant funding from NSW Treasury, and will further develop an optimal level of funding required against projected revenue and opportunities for cost savings.

With an ageing asset base, an update of the Strategic Asset Management Plan will indicate that future capital funding will need to be supplemented in forward years budgeting.

Increasing residential development will continue to feature in the dynamic and evolving suburb of Sydney Olympic Park. Initiatives arising from the Sydney Olympic Park's Master Plan 2030 (2018 Review) will lead to increased activation of the precinct with a new focus on retail and entertainment land uses, 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.

All of the sport venues continue to enjoy an enviable reputation for providing excellent facilities for community; recreational and elite level programs and events. The Authority must maintain these standards despite ageing infrastructure and 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 the Park and attending more than 5,000 events at the Park annually.

Over 2 million vehicles parked onsite in 2017-18 generating parking revenue of \$22 million.

This growth is also reflected in the increasing numbers of people using public transport to and from the Park.

Business Events

In 2017-18 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 the Park.

Business events highlights in 2017-18 included:

- Held Jeunesse China 2018 attracting 5,000 attendees and value at \$910k;
- Domestic revenue (excluding internationally sourced revenue) of \$2.6m was achieved;

Appendices



Annual Report availability and costs

The Sydney Olympic Park Authority Annual Report 2017-18 is available online at sopa.nsw.gov.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 Office of Sport Code of Conduct and other relevant legislation applying to public employment.

Board members	Meetings held	Meetings attended
John Fahey	7	7
Pippa Downes	7	7
David Baffsky	7	6
Jill Davies	7	7
Matthew Dunn*	7	0
Romilly Madew	7	7
Matt Miller	7	5

*Mr Dunn was appointed to the Board on 3 May 2018

Committees

Access Advisory Committee

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

The current committee members comprise:

Mr Mark Relf (Chairperson)
 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 TPP 15-03.

The current committee members comprise:

Pippa Downes	(Chairperson)
Jill Davies	Member
Greg Fletcher	Member



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 role of the committee is primarily to advise the Authority in relation to the making of the Parklands Plan of Management. 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 Sydney Olympic Park Authority Board from time to time.

In August 2014 the Sydney Olympic Park Authority 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 Sydney Olympic Park Authority Board.

Consultancy services

No consultancy services were engaged by the Authority in 2017-18.

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	sopa.nsw.gov.au
Office hours	8.30am to 5pm Monday to Friday

Accessibility and Inclusion

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 persons with disability to share fully in, and be included into community life.

The DIAP Annual Assessment Report 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, Building Services and Compliance. The detailed results from this interview process carried out with all identified persons/managers are then presented in a mandatory Annual Implementation Report and any areas identified with a deficiency are actioned accordingly.

All issues identified during the annual implementation review process have been actioned to enhance accessibility awareness and services within 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.

Sydney Olympic Park Authority has achieved access improvements in areas during 2017-18. This includes the upgrading of built environment infrastructure and providing accessible services to better offer inclusion for all members of the Sydney Olympic Park community.

The Authority must review its DIAP before the end of each four 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 have been identified as being main areas where access requirements and considerations have been met by the Authority during 2017-18:

Systems and Processes

1. The Authority continues to provide for persons with disability in its 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 and people with similar needs.
4. The Sydney Olympic Park Aquatic Centre provides swimming school classes that cater for persons with disability.
5. The Authority's Education Unit provides customised / modified programs upon request that cater for persons with disability. It has in the past delivered modified wetlands/parklands education



experiences for groups with sight and hearing impairment.

6. The Authority maintains its commitment to publish in a reasonable time any marketing-type document in an accessible format upon request from the public.

7. Training is continually provided for the Authority's in-house graphic designers to enable the development of accessible documents, including PDFs to meet best-practice accessibility and assist with the Authority's WCAG compliance.

8. The Sydney Olympic Park website continues to meet the WCAG 2.0 Level AA standards and work continues to make the Authority's websites exceed this standard. The website has an annual accessibility audit carried out to identify any improvements that should be made. All recommendations contained in the audit are then adopted and put into place.

9. The Authority continues to provide access advice to all internal and external stakeholders as requested for various major events and activities within Sydney Olympic Park on a regular basis. This is driven by the Sydney Olympic Park Authority Access Guidelines, Part 2, Accessible Temporary Overlays for Events.

Attitudes and Behaviours

10. The Authority has provided access advice and assistance to help deliver the Invictus Games 2018. This is an ongoing process that is provided by the Authority's Access Advisory Committee. This Committee was also involved with delivering best practices in access to the 2000 Olympic and Paralympic Games.

11. The Authority's Education Unit has development workshops (three times annually) which include scenarios on management of school groups and disability groups utilising shared public space; these workshops are aimed at ensuring a safe, enjoyable customer experience for all persons.

12. The Authority's Education Unit delivered various Indigenous "Dream Time" Stories in Braille format to vision impaired school students within the parklands to promote inclusion for all students in the program.

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

14. Development and delivery of customised Indigenous education programs for vision impaired students (and their siblings) in partnership with the Royal Institute for Deaf and Blind Children.

15. Development and ongoing delivery of three school excursion programs dedicated to Indigenous History and Culture in line with National School curriculum outcomes.

16. The Authority delivers professional access training including induction procedures to provide and promote best practices/attitudes in access for all staff members, including all staff associated with delivering major events.

17. 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.

18. The Authority has adopted a 6-star Green Star policy for all future developments within Sydney Olympic Park which includes accessible liveability considerations and requirements.

19. Development and delivery of Murama Teacher Professional Development Program (Early Learning and Primary School Teachers).

Employment and Financial

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

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

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.

21. The Authority's corporate policies continue to be formatted as accessible documents, to allow them to be shared through the website and comply with WCAG requirements.

22. The Authority is committed to accommodate persons living with disability through an ongoing partnership between Sydney Olympic Park Authority and the Royal Rehabilitation Centre, which includes a community cycling hub within Newington Armory to support people with disability to return to sport.

23. Co-development of a Reconciliation Action Plan (RAP) to guide corporate cultural inclusion (Indigenous) strategies including: Employment opportunities, cultural awareness training, cultural recognition events, protocols and policies.

The official working group for the RAP includes three Aboriginal members of staff and four external Indigenous representatives.

24. Annual hosting of the Smith Family's Work Inspirations program providing rural Indigenous youth with exposure to career pathways at the Park.

25. Hosting of the inaugural "Career Seekers" forum which focusses on multicultural diversity while tackling the issue of underemployment of asylum seekers and refugees. This program was hosted at the Quaycentre in partnership with GWS Giants AFL.

Liveable Communities

26. The Authority requires all major development projects within Sydney Olympic Park to have an Access Impact Statement attached to the development. This is to allow the accessible requirements of the development to be assessed from a whole-of-precinct approach capturing available transport modes, accessible paths of travel, and wayfinding to and from the development.

27. The Authority requires all development being carried out within Sydney Olympic Park to be in accordance with current access guidelines. This requirement is captured as a condition of development consent which becomes a statutory requirement.

28. The Authority has finalised the five-yearly review of the Sydney Olympic Park Master Plan 2030. This 2018 review has involved establishing nominated accessible

paths of travel throughout the Town Centre as new development is carried out. These connecting accessible paths of travel will be identified and provided to the community to better aid all persons in wayfinding within the Town Centre.

29. The Authority is committed to a 6-star Green Star level of sustainability within Sydney Olympic Park. This involves liveable development being delivered within the Town Centre through Master Plan 2030 (2018 Review).

30. The Authority is planning to provide accessible digital wayfinding at central node points throughout the Town Centre.

31. The Authority is committed to providing universal access in all decision making processes within the built environment and urban core throughout Sydney Olympic Park.

32. The Authority is conducting a wayfinding audit throughout Bicentennial Park. This will allow more accessible wayfinding to be provided throughout Bicentennial Park.

33. The Authority ensures that all capital works (maintenance and upgrade works) are subject to access considerations and appropriate access consultants are used to provide expert advice/designs where necessary.

34. The Authority continues to have a compliant accessible outdoor classroom located within Bicentennial Park which has compliant accessible ramps including accessible paths of travel.



35. The Authority has a continual rolling program replacing signage within the Town Centre with more compliant tactile and braille wayfinding signage.

36. The Authority has an official Urban Elements Design Manual (UEDM) which helps guide access requirements throughout the urban domain.

37. The Authority's Access Advisory Committee has reviewed several major projects/developments proposed for construction within Sydney Olympic Park to provide expert access advice which enables these developments to capture the requirements contained in access legislation and the Authority's current access guidelines.

38. 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 Sydney Olympic Park Authority's current access guidelines. This is a condition of development consent for all developments being constructed within Sydney Olympic Park.

39. The Authority continues to update, as required, its existing access guidelines to reflect and capture recent changes in legislation and best access practices.

40. The Authority continues to provide two accessible lift cars into the Aquatic Centre. These cars are compliant with Australian Standards.

41. The Authority continues to provide wayfinding signage within the Aquatic Centre and Athletics Centre that are in an accessible format.

42. The Authority continues to have a compliant Hearing Augmentation System at the Athletics Centre. This allows for hearing impaired schools to use this venue on a continual basis.

43. The Authority continues to provide accessible portable public picnic settings into the Town Centre. These settings cater for inclusion of wheel chair users.

44. The Authority has provided new wayfinding signage to the Parkview south precinct to better promote accessible wayfinding within this precinct.

45. The Authority has adopted a compliant accessible design for the Central precinct's Linear Park. This park will include many accessible features to promote inclusion for all.

46. The Authority has a "Design Excellence Policy" in place which includes considerations for "Liveability". Providing good access considerations is included in liveability requirements. This is considered by The Authority to be a form of sustainability.

47. Development of the Murama Cultural Arts and Education centre. This project is guided by the Murama Cultural Council – an advisory group consisting of 18 Aboriginal people external to The Authority from the community and various agencies.



48. The adaptive re-use of a heritage building for the development and delivery of the Murama Indigenous Youth Summit – a cultural leadership program for 50 Indigenous youth from Western Sydney. The summit was delivered in partnership with Baabayon Aboriginal Corporation and Jarara Indigenous Education Unit (Catholic Diocese of Parramatta).

49. Coordination of the Murama Indigenous Youth cultural activations at The Authority's annual Youth Eco Summit (2000 students) and Innovation Games (4000 patrons).

50. Delivery of the Primary Youth Eco Summit (YES) involving 1000 students from low socio-economic areas participating for free (including transport) through a partnership with GWS Giants AFL – Giants Care program.

51. Sydney Olympic Park Authority provides accessible hearing loops for large public outdoor movie screenings annually to better cater for persons with a hearing impairment.

Access Guidelines

The Authority's current access guidelines (Sydney Olympic Park Access Guidelines) are fully compliant with all existing Commonwealth and NSW State access legislation as at June 2018. This includes the current (NCC), 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 (BCA).

Economic or other factors affecting achievement of operational objectives

The residential market across New South Wales continued to decelerate throughout the year. Sydney Olympic Park's second wave of residential development (Botania by Meriton, Opal Tower by Ecove and Jewel by Payce) has reached completion. Whilst previously strong demand for new stock saw excellent take-up of apartments in new residential projects, market reporting and pricing corrections across the residential property market saw this demand drop significantly. As a result enquiries have slowed significantly compared to previous years, and may well continue to do so over the next few years. Despite the slowdown, developers continue to seek residential-zoned development sites within the precinct. The commercial office market at Sydney





Olympic Park has also been impacted negatively with Commonwealth Bank relocating off-site from their tenancy at 2 Dawn Fraser Ave. This has added a significant quantum of net lettable floor space to the precinct office market pushing the vacancy rate above comparable markets at 13.3%. FDC on behalf of Folkestone Funds Management, completed construction of the new 6-storey commercial building at Site 8D (11 Murray Rose Avenue). Folkestone are also owners of 7 Murray Rose Avenue (Thales building). This development has completed the commercial development adjoining the Sydney Showground. GPT are in the process of completing construction on a new 5-storey commercial building that will become home to Rural Fire Service NSW in October 2018.

Payce Communities Pty Ltd completed the "Jewel" development site adjoining the Sydney Olympic Park Ferry Wharf. This development comprised 256 apartments over nine levels, approximately 3,000 square metres (sqm) of ground floor retail space, and a child care centre. Meriton completed construction of their residential development on Bennelong Parkway delivering 331 apartments over 10-storeys and a child care centre. The Ecove Opal Tower development on the corner of Australia Avenue and Bennelong Parkway includes 390 apartments over 33 levels, a child care centre and an equitable access path from Australia Avenue incorporating

a new rail underpass and land bridge to Bicentennial Park.

Mirvac has commenced construction on 705 apartments over four buildings ranging from 35 levels, with five levels of basement parking. The development includes a 1,500 sqm retail space which will be used as a convenience store/ supermarket. The development will also include one entire building that will provide accommodation exclusively for the rental market. Known as "Build to Rent" the concept introduces institutional investment to the residential sector.

Ecove continues construction of Site 9 on Olympic Boulevard. Ecove will develop 229 apartments over 32 levels, with six levels of above-ground car parking. The development also includes approximately 2,400 sqm of commercial space and ground floor retail space.

FDC was granted the development rights of licensed premises on the corner of Olympic Boulevard and the Yulang. FDC will develop a licensed premise over three levels including ground floor restaurant and bar, first floor function space and a rooftop bar. Construction will commence in October 2018.

Austino has completed the Design Competition for 1 and 2 Murray Rose Ave and is preparing a development application for the development of approximately 280 residential units over two buildings ranging from 8 to 15-storeys.

Construction is expected to commence in Q3 2019.

Ecove was granted development rights over Site 2A/2B on Australia Ave between Murray Rose Ave and Parkview Drive. The proposed mixed use development will introduce a new 4.5 star hotel of approximately 270 rooms, 200 serviced apartments and around 19,000 sqm GFA of commercial office space.

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 the informal access application process and types of information releasable without compromising 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 for placement on the website that is of public interest.
2. Number of access applications received – GIPA Reg. Clause 7(b)

During the 2017-18 reporting period, the Authority received nine formal access applications. Of these formal access application, two were carried over from the 2016-17 reporting period.

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
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	1	0	1	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	1	0	1	0	0	0	0
Members of the public (other)	0	2	2	0	0	0	0	0

*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	0
Access applications (other than personal information applications)	1	3	3	1	1	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
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	1
Invalid applications that subsequently became valid applications	1

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	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	6
Business interests of agencies and other persons	2
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)	1
Decided after 35 days (by agreement with applicant)	8
Not decided within time (deemed refusal)	0
Total	9

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

Privacy and Personal Information Protection Act 1998 (NSW) (PIPPA)

Personal Information

There were no applications for the amendment of personal information in the financial year 2017-18.



Digital Information Security Annual Attestation Statement for the 2017-18 Financial Year for Sydney Olympic Park Authority

I, Charles Moore, am of the opinion that Sydney Olympic Park Authority had an Information Security Management System in place during the 2017-18 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.

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 2017-18 financial year.



Charles Moore

Chief Executive Officer

30 June 2018



Funds granted to non-government community organisations

During the 2017-18 financial year, no funds were granted to non-government community organisations.

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 supported the implementation of the 2017 Public Service Commission's People Matter Employee Survey (PMES) through extensive communication to engage with staff and encourage participation. The survey focussed on staff engagement and satisfaction and was completed by 85% of staff. The results from the 2017 survey formed the basis of an Acting Opportunities and Arrangement Policy, merit selection training to enhance the capabilities of staff participating on recruitment panels, and a Discrimination, Harassment and Bullying-Free Workplace policy.

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

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

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.

Recruitment and Training and Development

The Authority recruited for 54 positions during the year. Significant time and cost savings were achieved through the utilisation of the public sector e-Recruitment system.

Staff attended a variety of development activities, seminars and conferences during the year encompassing the occupational and functional diversity within the organisation in order to build capabilities.

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

Performance Management

A new Performance Development Program (PDP) was developed in late 2017-18 for implementation in 2018. The program will ensure that staff have work objectives linked to the Authority's purpose, values, strategic and business plans. In addition staff will have development plans in place to support the development of individual capabilities and a high performing culture.

Industrial Relations

There were no industrial disputes during the year.

Salary increases for staff were provided in-line with the Crown Employees (Public Sector – Salaries 2018) Award and the Sydney Olympic Park Authority Managed Sports Venues Award 2018.

Work Health and Safety

Health and Safety Committees and the Work Health and Safety Management Coordination Committee continued to meet 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 continued to support the Fitness Passport program as a wellbeing initiative. The program provides employees and members of their families with access to multiple fitness facilities and health clubs at a significantly reduced rate.

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 minimise disruptions to the workplace through absenteeism.

The Authority also provided skin cancer checks for employees with a significant outdoor work component in their roles.

The Authority's Staff Wellbeing Committee (comprising staff representatives from each area of the organisation) continued to meet 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.

Senior Executive Profile

Band	As at 30 June 2018	
	Male	Female
Band 4 (Secretary)	0	0
Band 3 (Deputy Secretary)	1	0
Band 2 (Executive Director)	2	1
Band 1 (Director)	4	2
Totals	7	3
Sum Total	10	

Band	Range as at 30 June 2018	Average Remuneration	Average Remuneration
	\$	2016-2017	2017-2018
Band 4 (Secretary)	463,551 – 535,550	N/A	N/A
Band 3 (Dep. Secretary)	328,901 – 463,550	400,450	408,975
Band 2 (Exec. Director)	261,451 – 328,900	290,350	287,843
Band 1 (Director)	183,300 – 261,450	165,847	206,938

10.25% of the Authority's employee related expenditure in 2018 was related to Senior Executives, compared with 9.2% in 2017.





Agreements with the Community Relations Commission

There were no agreements made with the Community Relations Commission during the 2017-18 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 Indigenous staff to develop and deliver Aboriginal education programs for schools;
- The Authority reviewed its Access Strategy to support staff and visitors who have a disability. This review was incorporated into our induction process for new staff;
- 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.

Initiatives proposed for 2018-19

- Continued incorporation of employee and visitor access needs in organisational planning;
- Opportunities to increase the representation of target groups, and to increase their participation in development programs, to be explored;
- Continued 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.

Legislative change

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

Major Capital Works

During 2017-18, a range of priority capital works projects were undertaken throughout Sydney Olympic Park. These included, among other projects: the replacement of the Bicentennial Park boardwalk; a new Village Green Playground; new bus shelters in Australia Avenue; hostile vehicle management infrastructure; new streets and foreshore upgrade at Wentworth Point; early works on the construction of the Tom Wills Community Oval Amenity Block; and the refurbishment of the Bennelong Pond. The Capital Works Program also included the rebuild of the Sports Halls following the recent fire in May 2017.

These projects 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	4.001m
Minor works	2.201m
Asset works – Sport Venues	1.785m
Football field – Dawn Fraser Avenue	1.784m
Sports Hall fire rebuild	5.492m
Ferry Wharf – new streets	2.489m
Developer funded infrastructure works	2.814m
TOTAL	20.566m

Official overseas visits undertaken by Sydney Olympic Park Authority employees

The Authority's Director Venues Management travelled to Hungary to attend the FINA World Swimming Championships in Budapest, from 14-29 July 2017. The Authority was invited to attend this event which provided an opportunity to observe and evaluate a major international competition and ensure that the Authority's seven venues, including the Aquatic Centre, remain in touch with world's best practice. Key benefits for the Authority included the opportunity to evaluate the latest developments in elite pool technologies, event operations, and counter-terrorism measures. Total travel cost was \$5,543.85.

From 26 January to 1 February 2018 the Authority's Wetlands Manager travelled to China at the invitation of Nanjing University to give a presentation at a conference workshop, "Good Practices for integrating urban development and wetland conservation". The event was an opportunity to showcase the Authority's leading-edge wetlands management strategies and enhance the international reputation of Sydney Olympic Park. All costs associated with the trip were paid for by the hosts.

Consumer Response

Sydney Olympic Park Authority values feedback from the community and is committed to resolving complaints effectively. Feedback, whether a complaint, compliment or suggestion, can be registered with the Authority via telephone, email, websites, social media (predominantly Facebook and Twitter) or in person with Authority staff working in the public domain, sport venues or corporate head office. The Authority received approximately 405 complaints, 63 compliments and 110 suggestions from the general public during the reporting period.

The main areas that featured in complaints include:

- Traffic and crowd management during major events, particularly traffic delays experienced for the Ed Sheeran concerts on 15-17 March 2018;
- Time taken to exit car parks;
- Customer service received in precinct;
- Parking infringements;
- Site presentation including upkeep of public toilet and change room facilities, overflowing bins, noise from work conducted in early hours impacting residents;
- Start and finish times of development works within the precinct;
- Failed attempts to unsubscribe from the Authority's database;

- Information missing from website, or not updated;
- Negative criticism of water quality of pool after media report;
- Easter long weekend closure of Aquatic Centre;
- Mosquito treatment;
- Trouble with booking system.

The Authority also received 63 written compliments from customers in relation to:

- The exceptional customer service provided by Authority staff, including contractors from Secure Parking and Quayclean with many naming particular staff who stood out to them;
- The Minister's office thanking the Authority for two media events held on 18 October 2017;
- Praise for Sydney Olympic Park's Christmas tree;
- Programs provided including specialist clinics, swim school, school holiday programs, Lifestyle program;
- Cleanliness of facilities;
- Enjoyable experience in precinct at event "Mega Day" on 15 July 2017.

Sydney Olympic Park Authority has a Feedback and Complaints Policy, which was reviewed and updated in February 2016. The policy outlines the procedures and processes for handling feedback and 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 (sopa.nsw.gov.au).

Throughout the 2017-18 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:

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)	Less than 30 days overdue	Between 31 & 60 days overdue	Between 61 & 90 days overdue	More than 90 days overdue
	\$'000	\$'000	\$'000	\$'000	\$'000
At 30 September 2017	1,130	10	0	0	0
At 31 December 2017	554	15	0	0	0
At 31 March 2018	1,266	7	0	0	0
At 30 June 2018	4,561	1	0	1	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 2017	95	98%	27,082	27,355
At 31 December 2017	95	99%	78,836	79,129
At 31 March 2018	95	97%	82,408	82,935
At 30 June 2018	95	98%	136,532	136,798

No suppliers requested or were reasonably entitled to penalty interest 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, Executive Director - Commercial or the officer's supervisor.

No disclosures were reported during the reporting period.

Staff numbers by employment basis and workforce diversity

1. Size of Agency (Headcount)	2016	2017	2018
Headcount at Census Date	403	384	385
Non-casual Headcount at Census Date	196	183	200

2. Workforce Diversity Survey Response Rate (Non-casual Headcount at Census Date)	2016	2017	2018
Non-casual Headcount at Census Date	196	183	200
Non-casual Workforce Diversity Survey Respondents at Census Date	178	167	177
Response Rate	90.8%	91.3%	88.5%

Note: Survey Respondents are employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not. In other words, a respondent is an employee with at least one non-missing value for the set of Workforce Diversity questions.

**Workforce Diversity Actual Staff Numbers
(Non-casual Headcount at Census Date) - 2018**

Remuneration Level of Substantive Position	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 - \$46,945	0	0	0	0	0	0	0	0	0	0
\$46,945 - \$61,658	21	21	13	8	0	0	0	0	0	0
\$61,658 - \$68,929	36	33	24	12	0	0	1	4	0	0
\$68,929 - \$87,225	32	28	10	22	0	0	7	9	1	0
\$87,225 - \$112,797	54	49	21	33	0	0	7	9	0	0
\$112,797 - \$140,996	48	40	36	12	0	0	6	5	0	0
\$140,996 > (Non SES)	0	0	0	0	0	0	0	0	0	0
\$140,996 > (SES)	9	6	7	2	0	0	0	1	0	0
Total	200	177	111	89	0	0	21	28	1	0

Note: "Unspecified Gender" incorporates unknown, withdrawn, and indeterminate/intersex values.





Multicultural Services Program

Sydney Olympic Park Authority gives high priority to the promotion of cultural diversity. Initiatives undertaken in this area during 2017-18 included:

Australia Day

Once again, there was an extension of the Movies by the Boulevard season to include a special Australia Day 2018 program.

This was undertaken because the Park is no longer within Auburn Council's local geographic area. Ongoing talks are being held with City of Parramatta Council about future collaborative events. The festivities hosted by the Authority at Cathy Freeman Park featured food, music, fireworks and a special Australia Day screening of the film *Lion*, which is based on the life story of Indian-born Australian Saroo Brierley.

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

The Authority ensures that local communities are informed about leisure, sporting, and cultural activities/events at Sydney Olympic Park through the "What's On?" e-newsletter publication and public relations activities.

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 including:

Boishaki Mela

2018 Bengali New Year Celebrations were again held at ANZ Stadium, marking the New Year 1425. This year was the 26th anniversary of the celebrations in Sydney and the 13th at Sydney Olympic Park, making it the Authority's longest-running community event. The event featured more than 70 food, arts and craft stalls, as well as children's rides, traditional Bengali music, and dance performances with a parade featuring traditional masks.

The festival, held both inside and outside of ANZ Stadium, was very well attended, with more than 14,000 visitors. Attendees included Premier of NSW, The Hon. Gladys Berejiklian among other politicians and dignitaries.

The festival, which has become an important annual event at the Park, continues to be the largest and most vibrant event for the Bengali community in Sydney, with visitors from both interstate and overseas.

EID Prayers

The community continues to celebrate Eid Prayers across the Park in two locations. There are now gatherings at the Peace Monument at Bicentennial Park and the Munroe Pavilion in Sydney Showground. This has increased the opportunity for members of the Islamic community to attend the events, which mark two special days in the religious year of Islamic people. Authority staff work closely with the RAS to provide traffic management and event co-ordination services. During the 2017-18



financial year the events were held in July and September 2017, and June 2018, with the final Eid Prayers for 2018 held during August.

Future plans

The Authority will continue to seek and support:

- The staging of major ethnic community events, festivals and celebrations within the Park;
- Continued engagement with the local and ethnic community and use of the ethnic media; and
- Continued engagement with City of Parramatta Council to seek opportunities for other relevant events.

Indigenous Engagement

The Sydney Olympic Park Authority Education Unit has developed specific school excursion programs and teacher professional development workshops in consultation with Aboriginal Elders and Traditional Knowledge Keepers. These programs share the cultural history of the Wangal, the traditional custodians of the land on which Sydney Olympic Park now stands. Thirty-five schools and 3000 students participated in these programs during 2017-18.

In 2017-18 the Authority convened the “Murama Cultural Council” to guide cultural heritage conservation and interpretation at Sydney Olympic Park. This advisory group includes 22 Aboriginal leaders from across all levels of government, corporate industry, six NGOs and four universities.

The Authority is developing a Reconciliation Action Plan (RAP) with Reconciliation

Australia for launch in 2019. A RAP working group was established in 2018 with strong Indigenous community representation and participation from all divisions of the Authority.

The Authority has continued to build Indigenous cultural leadership capacity through the support of the Murama Indigenous Youth Team. This group of Western Sydney-based Aboriginal and Torres Strait Islander youth has delivered cultural activations with Community Elders and Mentors at various GWS Giants’ AFL matches, the Primary School Youth Eco Summit, within Teacher Professional Development programs, and during NAIDOC and National Science Week events. Sydney Olympic Park Authority also hosts the annual Murama Indigenous Youth Summit which is an on-country urban camp delivered in partnership with Baabayan Aboriginal Corporation, City of Parramatta Council, the Catholic Diocese of Parramatta, Western Sydney University, Macquarie University, Australian Catholic University and GWS Giants AFL.

Arts, Culture and Activation

Sydney Olympic Park Authority and its partners successfully presented a series of exhibitions at the Armory Gallery including Mining Pyrite, an exhibition comprised of works created by artists from the Authority’s artist-in-residence program, Operation Art and ARTEXPRESS at the Armory. The latter two exemplified the Authority’s policy of working with other government agencies, including the NSW Department of Education and The Children’s Hospital, Westmead, to achieve shared objectives in the areas of art, education and health and well-being.

The Gallery continues to function as a de facto regional gallery at the gateway to Western Sydney, and now attracts an annual audience of 35,000 people.

The Artists at the Armory program continued to provide opportunities for visual artists, both locally and internationally. This program has now provided almost 200 artists, ranging from Venice Biennale alumni to recent tertiary graduates, the opportunity to pursue their arts practice within the Armory heritage precinct.

A range of participatory programs including writing, art making and digital filmmaking workshops provided hundreds of young people the chance to explore their creativity in these areas, while the Authority's ongoing screen culture program, presented in partnership with Cinewest, offered a series of small film festivals and a monthly cinémathèque. The school holiday offering also presented a program of children's theatre productions by Circus Solarus, as well as supervised craft sessions at the newly-launched School Holiday Fun Hub.

In summer, the annual Movies by the Boulevard program entertained thousands in Cathy Freeman Park with a series of popular films presented in a picnic setting under the stars. In June, the Authority celebrated a new partnership with Create NSW, City of Parramatta Council and the Sydney Symphony Orchestra by featuring as a key venue for the inaugural Australian celebration of Make Music Day, an international event that brings music performed by amateur musicians to public domain precincts.

The Authority continued to enhance the visitor experience of major event patrons through its ambitious precinct lighting program, which brings the Park to life with state-of-the-art architectural lighting and digital projections for the hundreds-of-thousands of people attending major sporting and entertainment events at ANZ Stadium and Qudos Bank Arena.

Risk Management

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

During 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, 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 of 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 Attestation Statement for the 2017-2018 Financial Year for the Sydney Olympic Park Authority

I, Charles Moore am of the opinion that Sydney Olympic Park Authority (SOPA) has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements

Risk Management Framework

1.1 The agency head is ultimately responsible and accountable for risk management in the agency.

Compliant

1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009.

Compliant

Internal Audit Function

2.1 An internal audit function has been established and maintained.

Compliant

2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing.

Compliant

2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'

Compliant

Audit and Risk Committee

3.1 An independent Audit and Risk Committee with appropriate expertise has been established.

In Transition

3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.

Compliant

3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.

Compliant

Membership

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

- Independent Chair Pippa Downes (23 Mar 2016 to 22 Mar 2021)
- Independent Member Jill Davies (11 Dec 2012 to 31 Dec 2020)
- Independent Member Greg Fletcher (14 Dec 2011 to 31 Aug 2019)

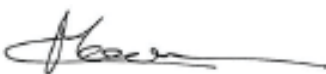
Departures from Core Requirements

I, Charles Moore advise that the internal audit and risk management processes for SOPA depart from the following core requirement set out in *Internal Audit and Risk Management Policy for the NSW Public Sector*:

1. The circumstances giving rise to this departure have been determined by the Portfolio Minister (see attached covering 2017/2018) are being addressed and SOPA has implemented the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented
In Transition	
Core Requirement 3.1.3	<ul style="list-style-type: none">• Detailed description of circumstances giving rise to departure(s): Not all members of the SOPA Audit, Risk & Compliance Committee have been selected from the panel of pre-qualified individuals.• Detailed description of the practicable alternative measures implemented / being implemented to achieve equivalent level of assurance: SOPA's Audit, Risk and Compliance Committee members are all highly qualified to provide an effective Committee and all being independent, satisfy the intent of the Treasury Policy with respect to independence. However, one of the core requirements of TPP 15-03 is that all Committee members must be made from the prequalified panel. Two members are prequalified but the third, was not prequalified when selected but is highly qualified with broad industry and sector experience as an investor across a range of industries including financial services, mining, infrastructure and property, as well as investing in the private market technology companies.

These processes, including the practicable alternative measures implemented, demonstrate that SOPA has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within SOPA.



Charles Moore
Chief Executive Officer

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

5. Parliamentary Annual Report Tables

5a. Trends in the Representation of Workforce Diversity Groups

Workforce Diversity Group	Benchmark	2016	2017	2018
Women	50%	47.2%	47.0%	44.5%
Aboriginal and/or Torres Strait Islander People	3.3%	0.0%	0.0%	0.0%
People whose First Language Spoken as a Child was not English	23.2%	16.0%	15.5%	16.0%
People with a Disability	5.6%	0.5%	0.0%	0.6%
People with a Disability Requiring Work-Related Adjustment	N/A	0.0%	0.0%	0.0%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2014 – 17 introduced an aspirational target of 1.8% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. More information can be found at: Jobs for People with Disability: A plan for the NSW public sector. The benchmark for "People with Disability Requiring Work-Related Adjustment" was not updated.

5b. Trends in the Distribution Index for Workforce Diversity Groups

Workforce Diversity Group	Benchmark	2016	2017	2018
Women	100	92	89	96
Aboriginal and/or Torres Strait Islander People	100	N/A	N/A	N/A
People whose First Language Spoken as a Child was not English	100	114	104	105
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 score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

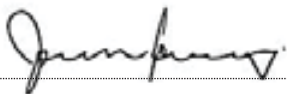
Financial Statements

SYDNEY OLYMPIC PARK AUTHORITY Financial Statements for the Year Ended 30 June 2018

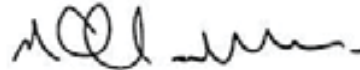
Pursuant to Section 41C(1B) and (1C) of the Public Finance and Audit Act 1983, we declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the Authority's financial position as at 30 June 2018 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.



The Hon. John Fahey AC
Chairman
7 September 2018



Mr Nick Hubble
Acting Chief Executive Officer
7 September 2018



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 Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement 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 2018, 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 the standards are 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 requirements of the:

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

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament 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
- precluding the Auditor-General from providing 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 Responsibilities for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements 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 and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board are responsible for assessing the Authority's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where the Authority will be dissolved by an Act of Parliament or otherwise cease operations.

Auditor's Responsibilities 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 description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. 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
- about any other information which may have been hyperlinked to/from the financial statements.



Lawrissa Chan
Director, Financial Audit Services

7 September 2018
SYDNEY

SYDNEY OLYMPIC PARK AUTHORITY
Statement of comprehensive income for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
Revenue				
Sale of goods and services	C1	45,072	43,244	43,719
Investment revenue	C1	14,209	9,317	13,792
Retained taxes, fees and fines	C1	987	604	976
Grants and contributions	C1	72,701	46,401	41,735
Other revenue	C1	6,529	4,353	2,740
Total Revenue		139,498	103,919	102,962
Expenses excluding losses				
Operating expenses				
Personnel services	C3	27,368	28,730	25,640
Other operating expenses	C4	53,640	51,250	52,954
Depreciation and amortisation	C5	61,300	53,073	58,505
Grants and subsidies	C6	-	-	1,000
Total Expenses excluding losses		142,308	133,053	138,099
Operating Result		(2,810)	(29,134)	(35,137)
Gain on disposal	C2	21,035	0	16,234
Other gains	C2	37,051	39,473	37,214
Net result		55,276	10,339	18,311
Other comprehensive income				
Net increase in property, plant and equipment asset revaluation surplus	D6	130,795	-	53,829
Total other comprehensive income		130,795	-	53,829
TOTAL COMPREHENSIVE INCOME		186,071	10,339	72,140

The accompanying notes form part of these financial statements.

SYDNEY OLYMPIC PARK AUTHORITY

Statement of financial position as at 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	D1	115,920	147,351	122,868
Receivables	D2	10,742	7,257	15,651
Inventories	D3	45	70	90
Prepayments - ANZ Stadium & Qudos Bank Arena	D4 (a)	6,781	6,781	6,781
Total Current Assets		133,488	161,459	145,390
Non-Current Assets				
Prepayments - ANZ Stadium & Qudos Bank Arena	D4 (a)	78,570	78,570	85,351
Financial assets at fair value	D5	87,419	-	-
Property, plant and equipment				
-Land and buildings		1,219,832	1,216,077	1,198,670
-Plant and equipment		54,445	66,419	57,894
-Infrastructure systems		414,778	367,465	346,767
Total property, plant and equipment	D6	1,689,055	1,649,961	1,603,331
Right to receive	D4 (b)	470,542	470,542	431,069
Total Non-Current Assets		2,325,586	2,199,073	2,119,751
Total Assets		2,459,074	2,360,532	2,265,141
LIABILITIES				
Current Liabilities				
Payables	E1	21,902	9,951	13,345
Provisions	E2	3,315	3,809	2,542
Other current liabilities	E3	4,205	26,315	5,660
Total Current Liabilities		29,422	40,075	21,547
Non-Current Liabilities				
Provisions	E2	86	84	79
Other non-current liabilities	E3	1,616	1,616	1,636
Total Non-Current Liabilities		1,702	1,700	1,715
Total Liabilities		31,124	41,775	23,262
Net Assets		2,427,950	2,318,757	2,241,879
EQUITY				
Reserves	F3	1,108,626	1,075,405	1,009,126
Accumulated funds		1,319,324	1,243,352	1,232,753
Total Equity		2,427,950	2,318,757	2,241,879

The accompanying notes form part of these financial statements.

Sydney Olympic Park Authority

Statement of changes in equity for the year ended 30 June 2018

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
Balance as at 1 July 2017		1,232,753	1,009,126	2,241,879
Net result for the year		55,276	-	55,276
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	D6	-	130,795	130,795
Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement		31,295	(31,295)	-
Total other comprehensive income		31,295	99,500	130,795
Total comprehensive income for the year		86,571	99,500	186,071
Balance at 30 June 2018		1,319,324	1,108,626	2,427,950
Balance as at 1 July 2016		1,210,324	959,415	2,169,739
Net result for the year		18,311	-	18,311
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	D6	-	53,829	53,829
Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement		4,118	(4,118)	-
Total other comprehensive income		4,118	49,711	53,829
Total comprehensive income for the year		22,429	49,711	72,140
Balance at 30 June 2017		1,232,753	1,009,126	2,241,879

The accompanying notes form part of these financial statements.

SYDNEY OLYMPIC PARK AUTHORITY

Statement of cash flows for the Year Ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Personnel services		(25,979)	(26,780)	(25,619)
Grants and subsidies		-	-	(1,000)
Other		(89,862)	(63,230)	(82,944)
Total Payments		(115,841)	(90,010)	(109,563)
Receipts				
Sale of goods and services		61,130	51,191	47,834
Retained taxes, fees and fines		987	604	976
Interest received		3,746	1,402	3,211
Grants and contributions		46,323	37,992	39,654
Other		46,037	12,429	9,901
Total Receipts		158,223	103,618	101,576
NET CASH FROM OPERATING ACTIVITIES	D1.1	42,382	13,608	(7,987)
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems	C2 (a)	56,076	-	22,650
Purchases of land and buildings, plant and equipment and infrastructure systems		(18,506)	(16,205)	(17,235)
Purchase of financial assets		(86,900)	-	-
NET CASH FLOWS FROM INVESTING ACTIVITIES		(49,330)	(16,205)	5,415
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENT		(6,948)	(2,597)	(2,572)
Opening cash and cash equivalents		122,868	149,948	125,440
CLOSING CASH AND CASH EQUIVALENTS	D1	115,920	147,351	122,868

The accompanying notes form part of these financial statements.

SECTION 1: Basis of preparation and significant changes

Notes to and forming part of the financial statements for the year ended 30 June 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A1. Entity information

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 is a not-for-profit entity with no cash generating units. It is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Authority's financial statements are consolidated as part of the NSW Total State sector accounts.

These financial statements for the year ended 30 June 2018 have been authorised for issue by the Board on 7 September 2018.

A2. 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 mandated by the Treasurer.

Property, plant and equipment and financial assets at fair value through profit and loss 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 expressed in Australian currency which is the entity's presentation and functional currency.

A3. Statement of compliance

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

A4. 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.

SECTION 1: Basis of preparation and significant changes

Notes to and forming part of the financial statements for the year ended 30 June 2018

A5. Accounting for goods and services tax (GST)

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

- 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 are recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

A6. Program activities of the Authority

(a) Precinct Management and Development Program

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

(b) Program statement

The Authority operates as one program. 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.

A7. New Australian accounting standards

(i) Effective for the first time in 2017-18:

- The accounting policies applied in 2017-18 are consistent with those of the previous financial year.

SECTION 1: Basis of preparation and significant changes

Notes to and forming part of the financial statements for the year ended 30 June 2018

(ii) Issued but not yet effective:

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

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 Financial Instruments
- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding Revenue from Contracts with Customers
- AASB 16 Leases
- AASB 17 Insurance Contracts
- AASB 1058 Income of Not-for-profit Entities
- AASB 1059 Service Concession Arrangements : Grantors
- AASB 2016-5 Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions
- AASB 2016-6 Amendments to Australian Accounting Standards – Applying AASB 9 with AASB 4 Insurance Contracts
- AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities
- AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities
- AASB 2017-1 Amendments to Australian Accounting Standards – Transfer of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments
- AASB 2017-3 Amendments to Australian Accounting Standards – Clarifications to AASB 4
- AASB 2017-4 Amendments to Australian Accounting Standards – Uncertainty over Income Tax Treatments
- AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections
- AASB 2017-6 Amendments to Australian Accounting Standards – Prepayment Features with Negative Compensation
- AASB 2017-7 Amendments to Australian Accounting Standards – Long term Interests in Associates and Joint Ventures
- Interpretation 22 Foreign Currency Transactions and Advance Consideration
- Interpretation 23 Uncertainty over Income Tax Treatment

(iii) Assessment of the application of new accounting standards which may have an impact to the financial statements when they become effective include the following:

AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding Revenue from Contracts with Customers

- This standard is effective on 1 January 2018 and is not to be early adopted unless Treasury determines otherwise.

SECTION 1: Basis of preparation and significant changes

Notes to and forming part of the financial statements for the year ended 30 June 2018

- It requires an entity to recognise revenue of the amount of transaction price when (or as) the entity satisfies a performance obligation by transferring a promised good or service (ie an asset) to a customer. An asset is transferred when (or as) the customer obtains control of that asset.
- An assessment of the impact of this standard has been made on the income streams of the Authority, it has been considered this to be insignificant as the majority of its income is recognised when the performance obligations have been met.

AASB 16 Leases

- This standard is effective on 1 January 2019 and is not to be early adopted unless Treasury determines otherwise. An entity shall apply this standard to all leases including leases of right of use assets.
- It requires a lessee, at the commencement of the lease, to recognise a right-of-use asset and a lease liability except that a lessee may elect not to apply if the lease relates to short term leases and leases for which the underlying asset is of low value (less than \$5000).
- The Authority's leases include office accommodation where its lease ends in March 2019 and the motor vehicle leases which are not of significant value.

AASB 1058 Income of Not-for-profit Entities

- This standard is effective on 1 January 2019 and is not to be early adopted unless Treasury determines otherwise.
- It requires entities to recognise income where the consideration to acquire an asset, including cash, is significantly less than the fair value principally to enable the entity to further its objectives. The timing of income recognition may be impacted depending on whether there is a liability or other performance obligation associated with the acquired asset, including cash. This is consistent with current practice under AASB 1004 Contributions and is not expected to materially impact the financial statements.

SECTION 2: Budget review

Notes to and forming part of the financial statements for the year ended 30 June 2018

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament. Subsequent amendments made to the budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained below.

B1. BUDGET REVIEW

(a) Net Result

The actual net result was \$44.9 million higher than budget. The main variances were:

- * higher investment revenue of \$4.9 million mainly resulting from additional interest income.
- * higher grants and contributions of \$26.3 million relates to the receipt of developer contributions for residential (site 53) occurring in 2018 instead of 2017 and additional non-cash contributions received from the Opal Tower residential site (site 68) received in June rather than July.
- * higher gain on disposal of \$21.0 million is mainly from the sale of development site known as (site 53), delayed from 2017.

(b) Assets and Liabilities

Total assets were \$98.5 million above budget. The material variances were:

- * lower cash balances of \$31.4 million relates mainly to the transfer of part cash and cash equivalents to financial assets at fair value with TCorp.
- * higher financial assets at fair value of \$87.4 million represent balances transferred from cash and cash equivalents and additional monies received from the sale of development sites.
- * higher infrastructure value of \$47.3 million resulting mainly from the recent revaluation

Total liabilities lower than budget by \$10.7m. The material variances were:

- * higher payables of \$12.0 million includes additional accrued expenditure and trade creditors.
- * lower other current liabilities of \$22.1 million relates to the recognition of unearned revenue from development sites.

(c) Cash Flows

Net cash flows from operating activities was \$28.8 million above budget. The material variances were:

- * higher other payments of \$26.6 million relates mainly to higher GST payments made by the Authority and recoverable from the ATO.
- * higher sale of goods and services of \$9.9 million relates mainly to recovery of debtor balances from 2017.
- * higher grants and contributions of \$8.3 million is from the receipt of developer contributions for residential site (site 53) occurring in 2018 instead of 2017.
- * higher other receipts of \$33.6 million is mainly GST income collected for residential sales relating to (Site 53), (Site 68) and the Ferry Wharf Site.

SECTION 3: Our financial performance

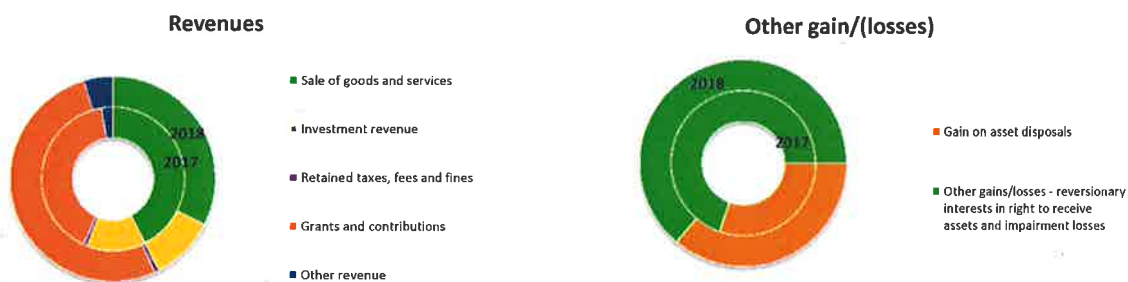
Notes to and forming part of the financial statements for the year ended 30 June 2018

	2018	2017
	\$'000	\$'000
C1. REVENUE		
(a) Sale of Goods and Services		
Estate levies	4,757	4,625
Car parking	22,003	21,175
Aquatic and Athletic Centres income	13,177	13,062
Retail sales	703	737
WRAMS water sales	1,862	1,553
Other	2,570	2,567
	<u>45,072</u>	<u>43,719</u>
(b) Investment Revenue		
Interest on bank and short term deposits	3,657	3,173
Rental income	10,033	10,619
Financial assets fair value through profit/loss	519	-
	<u>14,209</u>	<u>13,792</u>
(c) Retained Taxes, Fees and Fines		
Parking infringements	<u>987</u>	<u>976</u>
(d) Grants and Contributions		
Recurrent grant (Department of Premier and Cabinet)	-	17,146
Recurrent grant (Department of Industry)	24,818	4,762
Capital grant (Department of Premier and Cabinet)	-	3,872
Capital grant (Department of Industry)	7,995	2,931
Developer and other contributions **	38,973	13,015
Other grant	915	9
	<u>72,701</u>	<u>41,735</u>
<p>** 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.</p>		
(e) Other Revenue		
Resources received free of charge	963	234
Sponsorships and contributions	1,415	1,532
Utility costs recovery	61	61
Insurance recovery	3,277	163
Insurance hindsight adjustments received	2	60
Sites & heritage efficiency received	63	-
WRAMS profit sharing	317	217
Other	431	473
	<u>6,529</u>	<u>2,740</u>

SECTION 3: Our financial performance

Notes to and forming part of the financial statements for the year ended 30 June 2018

		2018 \$'000	2017 \$'000
C2. OTHER GAIN/(LOSSES)			
(a) Gain/(losses) on disposal			
Gain/(loss) on disposal of land and building			
Proceeds from disposal		56,020	22,650
Written down value of assets disposed	D6	(35,019)	(6,010)
Net gain/(loss) on disposal of land and building		<u>21,001</u>	<u>16,640</u>
Gain/(loss) on disposal of plant and equipment			
Proceeds from disposal		56	-
Written down value of assets disposed	D6	(8)	(381)
Net gain/(loss) on disposal of plant and equipment		<u>48</u>	<u>(381)</u>
Gain/(loss) on disposal of infrastructure systems			
Proceeds from disposal		-	-
Written down value of assets disposed	D6	(14)	(25)
Net gain/(loss) on disposal of infrastructure systems		<u>(14)</u>	<u>(25)</u>
Total Gain/(loss) on disposal		<u>21,035</u>	<u>16,234</u>
(b) Other gain/(losses)			
Right to receive	D5	39,473	37,241
Allowance for impairment - receivables other		23	(27)
Impairment losses - Sports Hall Fire		(2,445)	-
Total Other Gain/(loss)		<u>37,051</u>	<u>37,214</u>



Recognition and measurement

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) 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 goods, usually on delivery of the goods.

(ii) 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).

(iii) 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. The Authority is a not for profit entity and holds properties to meet service delivery objectives rather than to earn rental or for capital appreciation.

SECTION 3: Our financial performance

Notes to and forming part of the financial statements for the year ended 30 June 2018

(iv) Grants and Contributions

Income from grants (other than contribution by owners and those that give rise to a liability) is recognised when the Authority obtains control over the grant. The Authority is deemed to have assumed control when the grant is received or receivable. Contributions are recognised at their fair value. Contributions of services are recognised when and only when a fair value of those services can be reliably determined and the services would be purchased if not donated.

As required by the master plan, developers are required to contribute affordable housing units for residential developments, these assets are recognised as income at practical completion.

The Authority's recurrent and capital appropriation funding is received as grant income from Department of Industry.

(v) Other gains/(losses)

Other gains/(losses) include disposal of assets and recognition of reversionary interests in the right to receive assets for ANZ Stadium and Qudos Arena in Sydney Olympic Park.

(vi) 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.

	2018 \$'000	2017 \$'000
Operating lease receivable commitments		
(a) Future non-cancellable operating lease receivables not recognised in the financial statements are as follows:		
Not later than one year	3,686	3,557
Later than one year and not later than 5 years	6,673	6,841
Later than 5 years	18,438	19,009
Total (including GST)	28,797	29,407

The above commitments relate to operating lease receivables under 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 \$2,618,000 (\$2,673,000 in 2017) which are expected to be payable to the Australian Taxation Office.

	2018 \$'000	2017 \$'000
(b) Contingent rents recognised as income		
Contingent rents recognised as income for the period	1,420	1,291

The turnover rent is receivable in arrears.

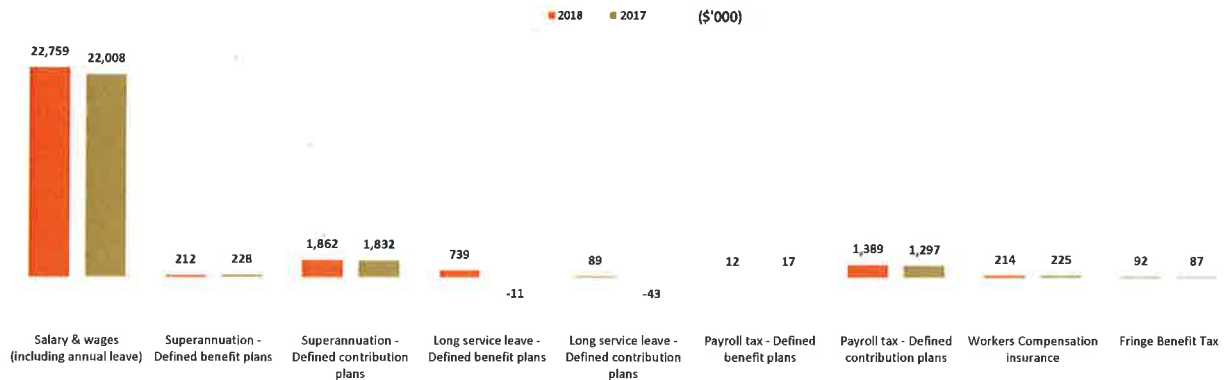
SECTION 3: Our financial performance

Notes to and forming part of the financial statements for the year ended 30 June 2018

C3. PERSONNEL SERVICES

The Authority's personnel services for the year totalled \$27,368,000 (2017 \$25,640,000).

The chart below shows the split between the major components.



Recognition and measurement

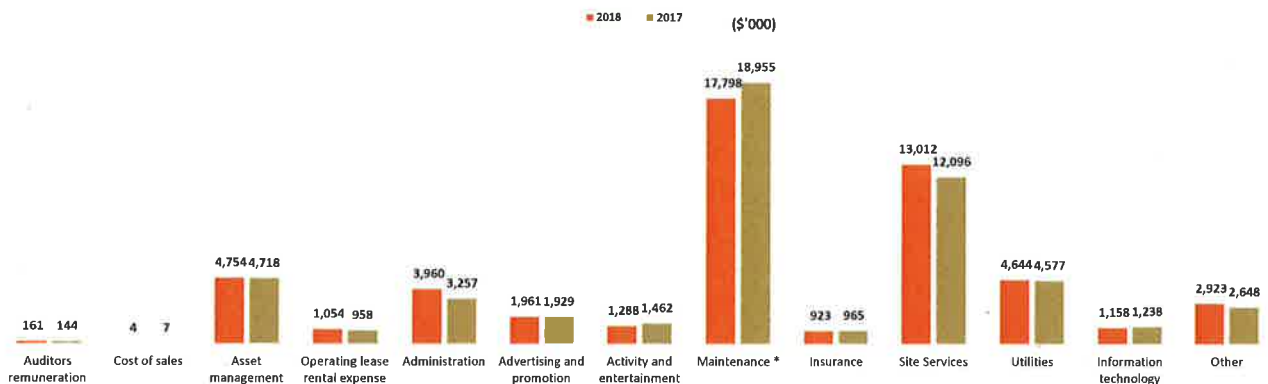
(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

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.

C4. OTHER OPERATING EXPENSES

The Authority's other operating expenses for the year totalled \$53,640,000 (2017 \$52,954,000).

The chart below shows the split between the major components.



Reconciliation - Total maintenance

Maintenance expense - contracted labour and other
(non-employee related), included in Note C4

Personnel services related maintenance expense included in Note C3

Total maintenance expenses

17,798	18,955
3,001	2,815
20,799	21,770

Recognition and measurement

(i) 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.

SECTION 3: Our financial performance

Notes to and forming part of the financial statements for the year ended 30 June 2018

(ii) 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.

(iii) Leases

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, all prepaid long-term land lease payments received is 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.

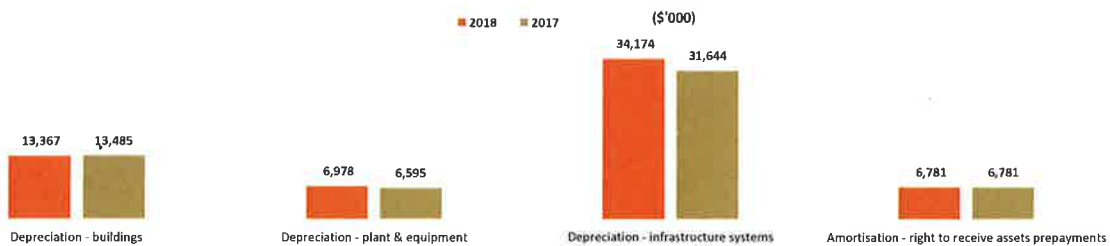
Operating Lease Commitments	2018 \$'000	2017 \$'000
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	855	1,105
Later than one year and not later than 5 years	28	836
Later than 5 years	-	-
Total (including GST)	883	1,941

The above commitments relate to office accommodation and motor vehicles leases that will expire in the next 5 years. The office accommodation lease contains a fixed annual percentage increase and the lease expires in March 2019. The total expenditure commitments above include input tax credits of \$80,000 (\$176,000 in 2017) which are expected to be recovered from the Australian Taxation Office.

C5. DEPRECIATION AND AMORTISATION EXPENSES

The Authority's depreciation and amortisation expenses for the year totalled \$61,300,000 (2017 \$58,505,000).

The chart below shows the split between the major components.



See note D6 Non current assets - Property plant & equipment

C6. GRANT AND SUBSIDIES

The Authority has not incurred grant expense for the development of the NSW Rugby League Ltd Centre of Excellence for the year. (2017 \$1,000,000)

SECTION 3: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
D1. CURRENT ASSETS - CASH & CASH EQUIVALENTS		
Cash at bank and on hand	1,732	1,715
Short term deposits	114,188	121,153
F.1	<u>115,920</u>	<u>122,868</u>

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand and short term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

Cash comprises cash on hand and bank balances within the NSW 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 NSW Treasury. The restricted cash is held through TCorp in short term deposits with major banks that are rated 'A1+' by Standard and Poor's. A1+ denotes highest credit quality with virtually no risk of default. The interest rate on these term deposits are subject to fluctuations under market conditions and the returns on term deposits are guaranteed return from the major banks at maturity dates. The term deposits for the year earned an average interest rate of 2.25% while over the year the weighted average interest rate was 2.3%.

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>115,920</u>	<u>122,868</u>
Closing cash and cash equivalents (per Statement of cash flows)	<u>115,920</u>	<u>122,868</u>
Restricted cash comprises of the following:		
Major repairs fund * – Royal Agricultural Society	16,608	10,418
Major repairs fund * – Sydney Olympic Park Sports Venues	4,643	5,143
Developer contributions and proceeds of development right	87,574	100,343
Australia Tower GST on Margin Scheme withheld	5,363	5,249
	<u>114,188</u>	<u>121,153</u>

* Major repairs fund

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 developer contributions and proceeds of development right received are restricted for use in the development of the Sydney Olympic Park precinct.

Risk

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 deposits. 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 2017. The analysis assumes that all other variables remain

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.

	Carrying amount	-1% Profit	-1% Equity	1% Profit	1% Equity
2018					
Financial assets					
Cash and cash equivalents *	1,732	(17)	(17)	17	17
2017					
Financial assets					
Cash and cash equivalents *	1,715	(17)	(17)	17	17

* This balance excludes short-term deposit held at fixed interest rate.

SECTION 3: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

		2018	2017
		\$'000	\$'000
D1.1 Reconciliation of cash flows from operating activities to net result			
Net Cash Used on Operating Activities		42,382	(7,987)
Depreciation and amortisation	C5	(61,300)	(58,505)
Impairment of receivables	D2	(13)	27
Net gain/(loss) on disposal	C2(a)	21,035	16,234
Other gain/(loss)	C2(b)	37,051	37,214
Fair value through profit and loss	C1	519	-
Private sector non cash contributions		26,368	2,081
Increase/(decrease) in receivables		(4,851)	8,874
Decrease/(increase) in payables		(6,606)	(540)
Decrease/(increase) in personnel services provisions		48	220
Decrease/(increase) in other current liabilities		623	20,673
Decrease/(increase) in prepaid long term leases		20	20
Net Result		55,276	18,311

D2. CURRENT ASSET - RECEIVABLES

Current Receivables			
Sale of Goods & Services		837	7,697
Less: Allowance for impairment		(4)	(27)
Interest receivable		298	388
GST receivable		6,312	1,605
Prepayments		497	832
Accrued income		1,694	4,553
Insurance recovery		515	43
Other		593	560
		10,742	15,651

Movement in the allowance for impairment

Balance at 1 July		27	-
Amounts written off during the year		(5)	(1)
Amounts recovered during the year		-	-
Amounts written off during the year		-	-
Increase/(decrease) in allowance recognised in profit or loss		(18)	28
Balance at 30 June		4	27

Recognition and measurement

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Receivables, including trade receivables, prepayments etc. are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Subsequent measurement is at amortised cost using the effective interest method, less any impairment. Changes are recognised 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.

Impairment

Receivables are subject to an annual review for impairment. These are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

The Authority first assesses whether impairment exists individually for receivables that are individually significant, or collectively for those that are not individually significant. Further, receivables are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

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 original 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, if objectively related to an event occurring after the impairment was recognised. Reversals of impairment losses cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

SECTION 3: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

Risk

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 Bankwest which have a credit rating of A1+. A1+ denotes highest credit quality with virtually no risk of default under Standard & Poor’s rating.

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.

The Authority is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors and has policies and procedures in place to guide debt recovery. Based on past experience, debtors that are less than 3 months past due (2018: \$0.8million; 2017: \$7.5 million) are not considered impaired and together these represent 95.7% 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 but not impaired are ‘trade debtors’ in the ‘receivables’ category of the Statement of Financial Position.



* 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.

D3. CURRENT ASSETS - INVENTORIES

Current Inventories - held for resale
Stock at cost

	2018 \$'000	2017 \$'000
	45	90
	45	90

Recognition and measurement

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 method.

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.

SECTION 3: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
D4. PRIVATELY FINANCED PROJECTS		
(a) Prepayments - ANZ Stadium and Qudos Bank Arena		
Prepayments (current)	6,781	6,781
Prepayments (non current)	78,570	85,351
	<u>85,351</u>	<u>92,132</u>
(b) Right to receive - ANZ Stadium and Qudos Bank Arena		
Carrying amount at 1 July	431,069	393,828
Gain/(loss) for the year	39,473	37,241
Carrying amount at 30 June	<u>470,542</u>	<u>431,069</u>

Recognition and measurement

Privately Financed Projects

ANZ Stadium and Qudos Bank Arena facilities were funded, developed and initially managed by the private sector. The ownership and its operation of the stadium have been returned to the NSW Government on 1 July 2016. The Authority has adopted Treasury Policy and Guidelines Paper TPP 06-8 Accounting for Privately Financed Projects. The prepaid upfront contribution paid is recognised progressively over the concession period and the share of 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.

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. 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.

On 29 March 2018, the NSW Premier announced the Government will undertake a refurbishment of the stadium. This is subject to the approval of the final business case. As such, at the date of signing of these financial statements, no decision has been made in relation to the scope or timing of the refurbishment for ANZ Stadium. Therefore, the financial statements have been prepared on the basis of the current use and estimated life of the assets and no provision for impairment of assets have been included.

	2018 \$'000	2017 \$'000
D5. NON CURRENT ASSET - FINANCIAL ASSETS AT FAIR VALUE		
Non current financial assets at fair value **		
TCorp Hour-Glass Investment Facilities - Medium term growth	47,262	-
TCorp Hour-Glass Investment Facilities - Long term growth	40,157	-
	<u>87,419</u>	<u>-</u>

** Developer contributions were transferred to Tcorp Hour-Glass investment facilities during the year as part of the Authority's investment strategies in accordance with Treasury Management Policy, to ensure that returns are maximised for the precinct's future developments.

Recognition and measurement

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets designated upon initial recognition at fair value through profit or loss. Financial assets at fair value through profit or loss are initially and subsequently measured at fair value. Gains or losses on these assets are recognised in the net result for the year.

The Hour-Glass Investment Facilities are designated at fair value through profit or loss as 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'.

The Authority's Treasury Management Policy establishes a prudential framework covering policies, best practice internal controls and reporting systems for the management of treasury risks. The primary objectives of the policy is to maximise the Authority's return within a conservative risk profile, contain investments within a set risk framework, maintain investments within the framework of the Public Authorities (Financial Arrangements) Act 1987 (PAFA) and to develop and maintain effective reporting and disclosure of investment risks.

SECTION 3: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

The Treasury Management Policy also sets out 'Permitted Investment Instruments Policy' which describes the instruments which can be transacted having regard to legislative requirements under PAFA. These currently include deposits with a bank and investments in a TCorpIM Fund facilities including short term, medium term and long term fund. Investment performance is to be benchmarked in accordance with TC 17/02 "Guidelines on reporting of investment and liability management performance".

Risks

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 within the investment portfolio in TCorp IM funds. 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 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			
	-1%	Equity		1%
	Net result		Net result	Equity
2018				
Financial assets				
Financial assets at fair value	(874)	(874)	874	874
2017				
Financial assets				
Financial assets at fair value	-	-	-	-

* This balance excludes short-term deposit held at fixed interest rate.

Other price risk – TCorp Hour Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour Glass Investment facilities, which are held for strategic rather than trading purposes. The Authority has no direct equity investments. The Authority holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2018 \$'000	2017 \$'000
Medium-term growth facility	Cash, money market instruments, Australian and international bonds, listed property and Australian shares	3 years to 7 years	47,262	-
Long-term growth facility	Cash, money market instruments, Australian and international bonds, listed property and Australian shares	7 years and over	40,157	-

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. TCorp has also leveraged off internal expertise to manage certain fixed income assets for the Hour-Glass facilities. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour-Glass facilities limits the entity's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

TCorp provides sensitivity analysis information for each of the Investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95% probability). The TCorp Hour-Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

	Impact on net result		
	Change in unit price	2018 \$'000	2017 \$'000
Hour-Glass Investment - Medium-term growth	+/- 6%	+/- 2,836	-
Hour-Glass Investment - Long-term growth	+/- 15%	+/- 6,024	-

SECTION 3: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

Fair value measurement

i) Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

TCorp Hour Glass investment facilities are measured at fair value. Management assessed that the carrying amount of all other financial instruments, except as specified below, approximate their fair values, largely due to the short-term maturities of these instruments. The following table details the financial instruments, by class, where the fair value differs from the carrying amount:

	2018		2017	
	Fair Value \$'000	Carrying amount \$'000	Fair Value \$'000	Carrying amount \$'000
Financial assets at fair value				
TCorp Hour-Glass Facilities	87,419	87,419	-	-

[The tables above include only financial assets, as no financial liabilities were measured at fair value in the Statement of Financial Position.]

ii) Fair value recognised in the Statement of Financial Position

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 (unadjusted) 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 based on observable market data (unobservable inputs).

The Authority recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. There were no transfers between level 2 to other levels during the year.

	2018			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial assets at fair value				
TCorp Hour-Glass Facilities	-	87,419	-	-

[The tables above include only financial assets, as no financial liabilities were measured at fair value in the Statement of Financial Position.]

	2017			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial assets at fair value				
TCorp Hour-Glass Facilities	-	-	-	-

[The tables above include only financial assets, as no financial liabilities were measured at fair value in the Statement of Financial Position.]

The value of the Hour-Glass Investments is based on the entity's share of the value of the underlying assets of the facility, based on the market value. All of the Hour-Glass facilities are valued using 'redemption' pricing.

SECTION 4: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

D6. NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Asset Under Construction \$'000	Total \$'000
2018					
At 1 July 2017 - fair value					
Gross carrying amount	1,435,794	140,915	939,747	17,300	2,533,756
Accumulated depreciation and impairment	(237,124)	(83,021)	(610,280)	-	(930,425)
Net Carrying Amount	<u>1,198,670</u>	<u>57,894</u>	<u>329,467</u>	<u>17,300</u>	<u>1,603,331</u>
At 30 June 2018 - fair value					
Gross carrying amount	1,458,727	145,811	983,996	20,801	2,609,335
Accumulated depreciation and impairment	(238,895)	(91,366)	(590,019)	-	(920,280)
Net Carrying Amount	<u>1,219,832</u>	<u>54,445</u>	<u>393,977</u>	<u>20,801</u>	<u>1,689,055</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 2018

Net carrying amount at start of year	1,198,670	57,894	329,467	17,300	1,603,331
Additions	-	-	-	20,566	20,566
Transfer from asset under construction	6,823	2,770	7,472	(17,065)	-
Assets transferred in from Non owner contribution	20,646	-	5,722	-	26,368
Disposals	C2 (35,019)	(8)	(14)	-	(35,041)
Net revaluation increment less revaluation decrements	44,088	1,183	85,524	-	130,795
Impairment losses recognised in other gains/losses	(2,009)	(416)	(20)	-	(2,445)
Depreciation expense	C5 (13,367)	(6,978)	(34,174)	-	(54,519)
Net carrying amount at end of year	<u>1,219,832</u>	<u>54,445</u>	<u>393,977</u>	<u>20,801</u>	<u>1,689,055</u>

2017

At 1 July 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>
At 30 June 2017 - fair value					
Gross carrying amount	1,435,794	140,915	939,747	17,300	2,533,756
Accumulated depreciation and impairment	(237,124)	(83,021)	(610,280)	-	(930,425)
Net Carrying Amount	<u>1,198,670</u>	<u>57,894</u>	<u>329,467</u>	<u>17,300</u>	<u>1,603,331</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 2017

Net carrying amount at start of year	1,168,474	59,411	351,619	7,192	1,586,696
Additions	-	-	-	18,865	18,865
Transfer from asset under construction	986	4,025	3,746	(8,757)	-
Asset transferred in from Non owner contribution	-	-	2,081	-	2,081
Disposals	C2 (6,010)	(381)	(25)	-	(6,416)
Net revaluation increment less revaluation decrements	48,705	1,434	3,690	-	53,829
Depreciation expense	C5 (13,485)	(6,595)	(31,644)	-	(51,724)
Net carrying amount at end of year	<u>1,198,670</u>	<u>57,894</u>	<u>329,467</u>	<u>17,300</u>	<u>1,603,331</u>

SECTION 4: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

Recognition and measurement

Acquisition of Property, Plant and Equipment

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Authority and subsequently revalued at fair value less accumulated depreciation and impairment. 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. The capitalisation threshold for property, plant and equipment assets is \$30,000 (inclusive of GST).

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.

Revaluation

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 and AASB 116 Property, Plant and Equipment.

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 including market approach, cost approach and income approach that maximise relevant observable inputs and minimise unobservable inputs. Refer to D6 for further information regarding fair value.

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. Government Property NSW on behalf of the Authority completed a full revaluation on land and building and associated plant & equipment assets as at 1 July 2015. The recent full revaluation on infrastructure system assets was performed by Altus Group Consulting Pty Ltd as at 1 July 2017.

In the intervening years, the fair value of property plant and equipment is assessed by Government Property NSW and Altus Group Consulting Pty Ltd. 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. The Authority has assessed any difference between fair value and depreciated historical cost is unlikely to be material.

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 recognised in Other Comprehensive Income and credited directly to the asset revaluation surplus. However, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as a loss in the net result for the year, the increment is recognised immediately as a gain in the net result for the year.

Revaluation decrements are recognised immediately as a loss in the net result for the year, except that, to the extent that it offsets the asset revaluation surplus on the same class of assets, in which case the decrement is 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.

SECTION 4: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

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.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Impairment

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 where the recoverable amount is less than the carrying value, the entity must write down the asset or cash generating unit to recoverable amount. Recoverable amount is defined as the higher of fair value less costs of disposal and value in use. - The Authority assesses at reporting date whether there is any indication the asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Authority estimates the asset's recoverable amount.

Depreciation

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

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	1.25% - 33% per annum
- other plant and equipment	1.5% - 33% per annum

Land under roads

Land under roads are recognised at existing use fair value in accordance with AASB 1051 *Land under Roads* and TPP14-1 *Valuation of Physical Non current assets at Fair Value*.

Other assets

Other assets are generally recognised at historic cost.

D6. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

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 (unadjusted) 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).

SECTION 4: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

The Authority recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

(a) Fair value hierarchy

2018

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value * \$'000
Recurring				
Property, plant and equipment				
Land & buildings	-	856,708	363,124	1,219,832
Plant & equipment	-	-	49,435	49,435
Infrastructure systems	-	-	393,977	393,977
	-	856,708	806,536	1,663,244

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

2017

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value * \$'000
Recurring				
Property, plant and equipment				
Land & buildings	-	837,004	361,666	1,198,670
Plant & equipment	-	-	52,858	52,858
Infrastructure systems	-	-	329,467	329,467
	-	837,004	743,991	1,580,995

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

For 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 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.

SECTION 4: Our assets

Notes to and forming part of the financial statements for the year ended 30 June 2018

(c) Reconciliation of recurring Level 3 fair value measurements

2018	Level 3			Total Recurring Level 3 Fair value \$'000
	Buildings \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	
Fair value as at 1 July 2017	361,666	52,858	329,467	743,991
Additions	6,823	1,151	7,472	15,446
Assets transferred in from Non-owner contribution	-	-	5,722	5,722
Revaluation increment/(decrements) recognised in other comprehensive income - included in line item/Net increase/(decrease) in property, plant and equipment revaluation surplus	9,382	1,183	85,524	96,089
Disposals	(94)	(1)	(14)	(109)
Impairment losses recognised in other gains/losses	(2,009)	(416)	(20)	(2,445)
Depreciation	(12,644)	(5,340)	(34,174)	(52,158)
Fair value as at 30 June 2018	<u>363,124</u>	<u>49,435</u>	<u>393,977</u>	<u>806,536</u>

2017	Level 3			Total Recurring Level 3 Fair value \$'000
	Buildings \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	
Fair value as at 1 July 2016	363,303	54,176	351,619	769,098
Additions	986	2,480	3,746	7,212
Assets transferred in from Non-owner contribution	-	-	2,081	2,081
Revaluation increment/(decrements) recognised in other comprehensive income - included in line item/Net increase/(decrease) in property, plant and equipment revaluation surplus	10,361	1,434	3,690	15,485
Disposals	-	(62)	(25)	(87)
Depreciation	(12,984)	(5,170)	(31,644)	(49,798)
Fair value as at 30 June 2017	<u>361,666</u>	<u>52,858</u>	<u>329,467</u>	<u>743,991</u>

* Total fair value disclosure does not include asset under construction of \$20.8m and plant & equipment assets of \$5.0m that are valued at depreciated historical cost.

SECTION 5: Our liabilities

Notes to and forming part of the financial statements for the year ended 30 June 2018

E1. CURRENT LIABILITIES - PAYABLES

The Authority's payable at 30 June 2018 totalled \$21,902,000 (2017 \$13,345,000). The chart below shows the split between the major components.



Recognition and measurement

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.

Risk

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 to ensure adequate holding of high quality liquid assets.

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 9.72%. (2017 - 9.78%).

The Authority's financial liabilities included in Note F.1 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.

Market risk

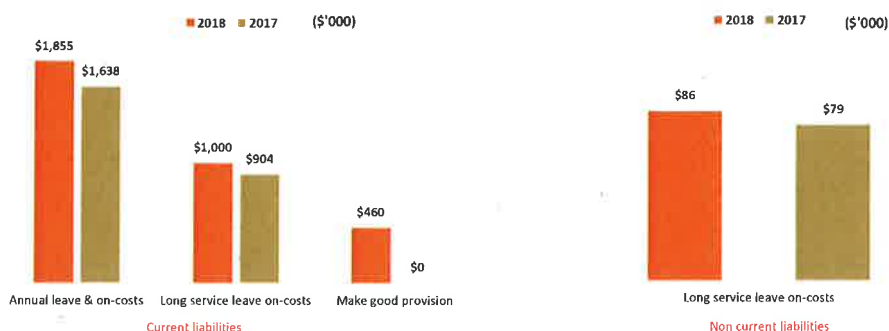
Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority's exposures to market risk are primarily through interest rate risk on the Authority's deposits. The Authority has no exposure to foreign currency risk and does not enter into commodity contracts.

SECTION 5: Our liabilities

Notes to and forming part of the financial statements for the year ended 30 June 2018

E2. CURRENT /NON-CURRENT LIABILITIES - PROVISIONS

The Authority's current provision at 30 June 2018 totalled \$3,315,000 (2017 \$2,542,000) and its non-current provisions totalled \$86,000 (2017 \$79,000).



	2018 \$'000	2017 \$'000
Aggregate Personnel Services Costs		
Personnel services - current	2,855	2,542
Personnel services - non current	86	79
Accrued personnel services	E1 822	681
	3,763	3,302

Employee benefits and related on-costs (Personnel services)

Annual leave

The annual leave liability at 30 June 2018 was \$1,855,000 (2017 \$1,638,000) which is expected to be paid within the next 12 months.

Long service leave on costs

The long service on costs liability at 30 June 2018 was \$1,086,000 (2017 \$983,000) shown as current \$1,000,000 (2017 \$904,000) and non-current \$86,000 (2017 \$79,000).

The Authority's long service leave liability for defined benefit plan is assumed by crown per Treasury Circular TC 15/09 Accounting for Long Service Leave and Annual Leave. Long service leave on costs including superannuation on defined contribution, annual leave accrued while on long service leave taken in service, workers compensation insurance and payroll tax are not assumed by Crown. These are represented in the current and non-current liabilities of long service leave at 30 June 2018.

Recognition and measurement

(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.

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) (2017-7.9%) can be used to approximate the present value of the annual leave liability.

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 'Resources received free of charge'. Refer Note C1 (e).

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

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.

SECTION 5: Our liabilities

Notes to and forming part of the financial statements for the year ended 30 June 2018

(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.

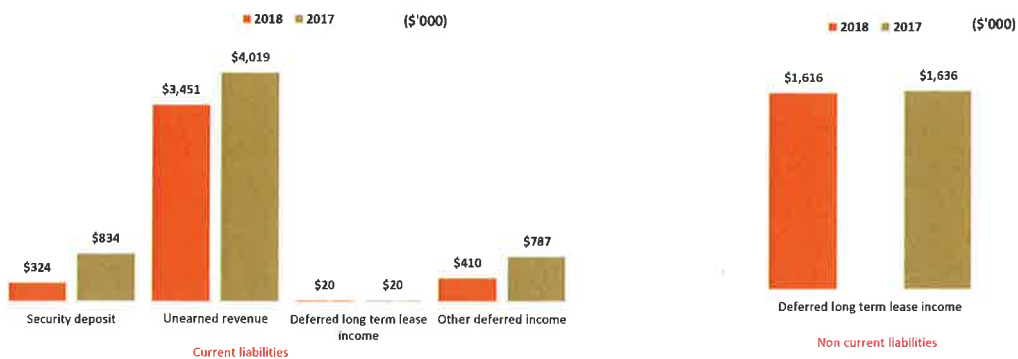
(iv) Other provisions

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 2.63% (2017 2.6%), 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.

E3. CURRENT/NON-CURRENT LIABILITIES - OTHER

The Authority's other current liabilities at 30 June 2018 totalled \$4,205,000 (2017 \$5,660,000) and its other non-current liabilities totalled \$1,616,000 (2017 \$1,636,000). The charts below show the split between the major components.



Recognition and measurement

Unearned income and other deferred income are monies received which are yet to be recognised as income. The Authority recognises income when the rendering of services is provided and it is probable that the economic benefits associated with the transaction will flow to the Authority. Unearned income mainly includes receipts from developers for the right to develop the land. Deferred long term lease income is amortised on a straight line basis over the period of the lease term.

SECTION 6: Risk and other notes

Notes to and forming part of the financial statements for the year ended 30 June 2018

F.1 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 Risk 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 2018 \$'000	Carrying amount 2017 \$'000
(a) Financial Instrument Category				
Financial Assets				
Cash and cash equivalents	N/A	D1	115,920	122,868
Receivables ¹	Receivables (at amortised cost)	D2	3,901	13,214
Financial Assets at fair value	Financial assets at fair value through profit or loss - designated as such at initial recognition	D4	87,419	-
			<u>207,240</u>	<u>136,082</u>
Financial Liabilities				
Payables ²	Financial liabilities measured at amortised cost	E1	21,695	13,149
Other	Financial liabilities measured at amortised cost	E3	324	834
			<u>22,019</u>	<u>13,983</u>

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) 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 Authority transfers the financial asset where substantially all the risks and rewards have been transferred or where the Authority has not transferred substantially all the risks and rewards, if the Authority has not retained control. Where the Authority has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Authority's continuing involvement in the asset. A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(c) Financial risks

The Authority's financial risks are discussed in relevant note D and E.

(d) 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.

SECTION 6: Risk and other notes

Notes to and forming part of the financial statements for the year ended 30 June 2018

F.2 CAPITAL COMMITMENTS

	2018	2017
	\$'000	\$'000
Aggregate capital expenditure for the acquisition of property development services contracted for at balance date and not provided for:		
Not later than one year	1,182	898
Total (including GST)	1,182	898
Aggregate capital expenditure for the acquisition of other construction contracted for at balance date and not provided for:		
Not later than one year	424	379
Total (including GST)	424	379

F3. EQUITY

Recognition and measurement

(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 D6.

(ii) Accumulated Funds

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

(iii) Reserves

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).

(iv) 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.

F.4 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.

On 12 May 2017, a fire damaged the Sports Hall and adjacent areas. The Authority has comprehensive insurance coverage under the NSW Treasury Managed Fund (TMF) that will be used to make good of the Sports Hall facilities. As at 30 June 2018, repairs to the Sports Hall is still being carried out and the quantum of the final claim is yet to be finalised with TMF.

SECTION 6: Risk and other notes

Notes to and forming part of the financial statements for the year ended 30 June 2018

F.5 RELATED PARTY DISCLOSURES

The Authority does not directly employ staff. Personnel services are provided to the Authority by the Office of Sport. During the year, the key management personnel compensation provided by Office of Sport are as follows:

	2018	2017
	\$'000	\$'000
Short-term employee benefits:		
Salaries	1,429	930
Other monetary allowances	94	106
Other long-term employee benefits	-	48
Termination benefits	-	146
Total remuneration	<u>1,523</u>	<u>1,230</u>

There were no transactions and outstanding balances with key management personnel apart from those disclosed in this note.

The Authority has incurred \$3.8m in operating expenditure with other NSW Government entities for the management of Sydney Olympic Park and has received \$7.2m in operating revenue.

The Authority has received grants from other NSW Government entities. Refer note C1.

F.6 EVENTS AFTER THE REPORTING PERIOD

There are no subsequent events after the reporting period.

End of Audited Financial Statements

SydneyOlympicPark 

© Sydney Olympic Park Authority 2018

Information correct at the time of publishing: October 2018.

Copyright remains with the rights holders.

ISBN 978-0-9874020-7-3