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## Letter to Shareholding Minister

31 October 2014

The Hon. Stuart Ayres MP  
Minister for Police and Emergency Services  
Minister for Sport and Recreation  
Minister Assisting the Premier on Western Sydney  
32 Martin Place  
SYDNEY NSW 2000

Dear Minister

We have pleasure in submitting, for your information and presentation to Parliament, the Sydney Olympic Park Authority Annual Report for the year ended 30 June 2014.

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

Yours sincerely

A handwritten signature in black ink, appearing to read "Michael Knight".

**Michael Knight AO**  
Chair

A handwritten signature in black ink, appearing to read "Alan Marsh".

**Alan Marsh**  
Chief Executive Officer

## Chairman's Report

Sydney Olympic Park's position as a premier destination for events was reinforced this year, hosting five major sporting events over a period of seven weeks. These included the NRL State of Origin (Games 1 & 3), Manchester United vs A-League All Stars, the Socceroo's World Cup Qualifier and the British and Irish Lions Test, attracting a total of 420,000 fans and generating significant benefits for the NSW economy.

The Park hosted a growing number of conferences, exhibitions and trade shows including the EB Games Expo, Good Food & Wine Show and Mind Body Spirit Festival. In fact, over 2,800 business events took place in the Park, of which the highlight was the 2014 Rotary International Conference, the largest international conference to be held in Sydney this year, attracting 18,000 participants and generating over \$60 million for the NSW economy. Sydney Olympic Park plays a key role in Sydney's ability to attract international events and be globally competitive.

Sydney Olympic Park's reputation is well known overseas. When British Sports Minister Hugh Robertson visited last year, he said organisers of the London 2012 Olympics had "shamelessly used" Sydney Olympic Park as a reference point for post-Games planning. There has already been significant interest from Tokyo who are planning for the 2020 Olympic Games. The Authority is working closely with the Department of Premier and Cabinet to showcase Sydney Olympic Park and to capitalise on business opportunities for NSW.

The Park is getting busier year on year, with total activation now equalling 13.92 million people. Residential, commercial and sporting developments continue apace and new infrastructure works are underway to support the Park's growing community of residents, workers and students.

The announcement of major projects in the region, including the Homebush Bay Bridge, WestConnex and the Wentworth Point and



Carter Street Urban Activation Precincts, will bring further benefits for Sydney Olympic Park. These projects provide critical infrastructure to support further growth and improve transport connections to Sydney Olympic Park.

The Board of Directors held additional strategic sessions this year to review the Park's ongoing development, identify key issues and explore new opportunities. These sessions provided an opportunity to meet with key stakeholders and have laid the foundations for the periodical review of Master Plan 2030.

I would like to extend my gratitude to the Board, Management and staff of Sydney Olympic Park Authority for their hard work and dedication and to ensure this special place continues to deliver important social and economic benefits for the community and for NSW.

A handwritten signature in black ink, reading "Michael Knight". The signature is fluid and cursive, written over a light gray circular watermark that contains the name "Michael Knight" in a serif font.

**Michael Knight AO**  
Chair

## H i g h l i g h t s

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- 13.92 million people passed through the Sydney Olympic Park during 2013–14, which is a 5.6% increase on 2012–13.
- The Park plays host to almost 5,500 events annually.
- In 2013–14 there were 68 days exceeding 30,000 event patrons compared to 52 days in 2012–13, a 31% increase.
- 47% of events held within the Park annually are business events.
- The number of business events annually has marginally declined over the period; however business events attendance is significantly larger.
- \$120 million 2 Figtree Drive redevelopment proposal currently being finalised, incorporating 390 apartments, supermarket and three levels of underground parking.
- 2014 Good Friday crowds to Sydney Royal Easter Show and Rabbitoh's/Bulldogs games exceeded 125,000 people, one of the largest one-day crowds since the Olympics.
- 2014 Sydney Royal Easter Show attracted 860,000 people and contributed over \$500 million worth of economic activity to the NSW economy.
- Meriton Developments have lodged a Development Application for a \$100 million residential development on Bennelong Parkway, incorporating 350 apartments.
- Park hosted the 2014 Rotary International Conference, bringing 18,000 attendees to Sydney and delivering \$65 million injection into the NSW economy.
- The Park has been chosen to host the 2014 World Park's Congress to be held in November 2014
- Sydney Olympic Park hosts over 80,000 cyclists per month.
- 35,000 children attend the Authority's 'Kids in the Park' school holiday activity program annually, with the program receiving a 90%+ customer satisfaction response.
- Sydney Olympic Park Sports Centre celebrated its 30th Anniversary this year.
- Park's Aquatic and Athletic Centre's celebrated their 20th Anniversary in 2014.
- Construction of Netball Central, future home of Netball NSW is due to complete in late 2014.
- Opening of \$10 million AFL Giants Training Facility on the former golf driving range site, including adjacent Tom Wills Oval and community use field.
- Royal Agricultural Society of NSW completed a \$10 million upgrade of the Sydney Showground exhibition facilities, with an additional 8,500m<sup>2</sup> of exhibition space added to the existing Southee Pavilion.
- Completion of construction of \$73 million commercial development by FDC (Site 4B) adjacent to the Pullman Hotel.
- Commencement of work on \$30 million commercial development by FDC adjacent to the railway station is imminent (Site 8C).
- Development Approval for \$100 million residential development at Sydney Olympic Park Ferry Wharf site is imminent, incorporating 255 apartments, 3000m<sup>2</sup> of retail space and childcare centre.
- Sydney Olympic Park hosts Sydney's biggest music festivals, Stereosonic and Soundwave, in total attracting more than 150,000 music fans.
- Sydney Olympic Park will play host to key matches of the 2015 Asian Football Cup at ANZ Stadium including the final match.



- Successful hosting of five major sporting events over a period of two months in 2013 (NRL State of Origin 1 and 3, Manchester United Vs. A-League All Stars, Socceroos World Cup Qualifier, British and Irish Lions Test) attracting over 400,000 spectators and identified as being worth over \$100 million to the NSW economy.
- The Park selected to host the 2015 Netball World Cup at Allphones Arena and Netball Central.
- Development Application process underway for a new \$125 million 30 story residential tower on Australia Avenue, Developer Ecove proposes incorporating 369 apartments and a childcare centre in the final design.
- A new 13,000m<sup>2</sup> headquarters for Samsung Australia is under construction at 3 Murray Rose Avenue.
- Sydney Olympic Park now plays host to over 220 organisations and a working population of over 17,000 workers.
- The Park now hosts over 1,500 students who study at S.P Jain School of Global Management and the Australian College of Physical Education.
- Park is home to over 600 residents, a number which will grow significantly in the next 24 months.
- Authority in discussions with NSW Department of Education and Communities to locate a high school at Sydney Olympic Park.
- Expressions of interest sought for a new, 8-storey, 4 Star or better hotel on Australia Avenue, the Park's fifth hotel.



## CEO's Report

Sydney Olympic Park has continued its success in 2013–14 with increased visitation and activation, more development and infrastructure projects and a large number of successful events.

The Authority's focus has been to enhance cultural, sporting and recreation opportunities for the community, build a liveable centre within a major events precinct; and drive economic growth, highlighting Sydney Olympic Park's importance in supporting NSW 2021: A plan to make NSW number one.

During the year, the Park hosted 13.92 million people, who came to work, play, learn, be entertained, to watch or participate in sports and to explore the Park's 640 hectares of unique open spaces and facilities. There are now over 18,000 residents, workers and students based at the Park and over 220 organisations doing business, including a growing number of cafes, restaurants and retail outlets.

The Park staged approximately 5,500 events, including many major international and national sporting and entertainment events and a growing number of business events, conferences, exhibitions and trade shows. The social and economic benefits derived from these events only highlights Sydney Olympic Park's critical role in supporting the NSW Government's targets to increase the number of major international events in NSW and to improve Sydney's global competitiveness.

The October long week-end presented an interesting challenge when the Park hosted a unique combination of events, including the NRL Grand Final at ANZ Stadium, EB Games Expo at Sydney Showground and two sold out One Direction concerts at Allphones Arena. This involved a diverse mix of customers, including very young concertgoers, rugby league fans and computer gamers. In response to the challenge, Sydney Olympic Park Authority worked with venue



and government partners to ensure that the Park functioned at optimal levels, introducing new customer service initiatives to help visitors and ensure the day was enjoyable for all.

The Authority continued to enhance the event day experience at Sydney Olympic Park, building on the precinct lighting initiatives put in place last year and providing unparalleled opportunities for the sporting codes and sponsors to provide more entertainment and a great atmosphere before and after their event. This year, the customer experience was improved by bringing in international street food, staged and roving entertainment and continued our innovative use of social media, integrating live feeds into the precinct lighting and the big screen.

Improving customer service has been a focus, by using modern, innovative and engaging tools. Messages are delivered through a range on digital and social channels and we have introduced new mapping technology to display road closures and other useful and practical information to help customers navigate their way around the precinct, venues and extensive parklands.

Visitation to the parklands has increased during the year to 2.9 million visitors, confirming the



attraction of our green spaces as a place for recreation and education. These parklands provide important open space for the growing number of residents and workers in Sydney Olympic Park and surrounding suburbs. The new Urban Activation Precincts in Wentworth Point and Carter Street will result in even greater use of the parklands.

Newington Armory is the venue for the successful Youth Eco Summit (YES), an annual event which features practical, hands-on environmental education activities with a strong focus on sustainability. This year's event brought together schools from across Sydney, New South Wales and from as far afield as Alaska, Malaysia and Vanuatu using video conferencing technology. YES is a joint initiative of the Department of Education and Communities, University of Western Sydney and Sydney Olympic Park Authority plus a range of supporting organisations and sponsors and demonstrates the value of partnerships, winning the Public Sector Sustainability Award at the 2013 Green Globe Awards.

New activities introduced at Newington Armory included twilight racing by the local Lidcombe Auburn Cycling Club and a new training and competition centre for Judo NSW.

Sydney Olympic Park Authority's commitment to best-practice environmental management was further acknowledged by the awarding of the 10-year Sustainability Achievement Award. Since forming in 2001, the Authority has implemented over one hundred environmentally sustainable initiatives that are smart for business and provide good outcomes for the environment and the community.

New sustainability initiatives in the past year included the publication of an e-book, the Workbook for Managing Urban Wetlands in Australia, to share the learnings and help others better understand and care for freshwater and estuarine wetlands in urban environments. A

twin unit co-generation plant was installed at the Aquatic Centre, one of the Park's largest energy-consuming buildings, to supply the majority of the Centre's power needs. Lastly a new Leachate Treatment Process, which provide an innovative and more sustainable solution to treating leachate from one of the legacy landfills that the Authority is charged with managing was commissioned.

The Authority continues to seek new and innovative ways to reduce costs, improve business outcomes and deliver other services. Almost 70% of the Authority's annual cash requirements are sourced from self-generated revenue. This is notwithstanding that two thirds of the precinct is made up of parklands and conservation areas which provide significant community wellbeing benefits, but do not contribute to our cash flow.

The Authority has an extensive asset maintenance program underway each year, underpinned by condition audits. It is important to note that the Park's asset base continues to age, with several of the Authority's managed venues now over 20 years old, and the Authority works hard to ensure that these assets remain fit for purpose and continue to meet the needs of the changing community.

The Authority achieved level 2A accreditation under the NSW Government's Agency Accreditation Scheme for Goods and Services Procurement. The Authority was one of a small group of agencies to obtain early accreditation under the scheme, and this was made possible largely because of the sound experience and established systems and processes which The Authority already practised. This accreditation authorises The Authority to independently conduct its own goods and services procurement to a maximum contract value of \$12.5 million per procurement. The accreditation period is for three years and commenced on 1st July 2013. The Director General of the Department of Finance

and Services, as Chair of the NSW Procurement Board, confirmed The Authority's accreditation and noted a number of strengths inherent in The Authority's procurement regime.

There has been good progress on major property developments in the Park, as Master Plan 2030 is implemented to encourage job growth in centres close to where people live.

One of the key areas of growth has been in the development of the Park's residential component, with work well underway on Stages 2 and 3 of Australia Towers and four new residential sites proceeding through the planning and design phase. In addition, there is a healthy pipeline of new commercial developments which will deliver more jobs in coming years.

Sporting developments have also made progress during the year, with the completion of GWS Giants training and administration facility and the continuation of work on Netball Central, the new home for Netball NSW and to support the 2015 Netball World Cup.

Sydney Showground also completed the new Southee and Badgery Pavillion (exhibition halls 5 & 6), which were officially opened by The Duke and Duchess of Cambridge during the Royal Easter Show. These new exhibitions halls provide another 10,000m<sup>2</sup> of space and reiterates Sydney Olympic Park's position as the ideal destination capable of hosting all styles of events.

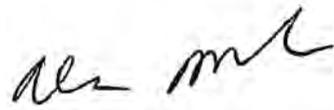
In the coming year, Sydney Olympic Park will continue to attract a significant number of major conventions and exhibitions, including the World Park's Congress in November 2014, and will play host to major international events, including the Asian Football Cup and the Netball World Cup.

Sydney Olympic Park Authority is prepared for another busy year, as we expect the trend of increasing visitation, activation, events and parklands usage to continue. The Authority will continue to seek new and innovative ways

to deliver services to the community, improve customer service and derive cost and performance improvements.

The focus will be to continue to develop Sydney Olympic Park as a vibrant and liveable centre for a growing community of residents, workers and students, maintaining this world-class event precinct that is looked on internationally as the benchmark for a sustainable Olympic legacy and providing Australia's best urban parklands, whilst conserving the natural environment.

I would like to acknowledge the skills and dedication of the Sydney Olympic Park Authority team in the development and management of Sydney Olympic Park.



**Alan Marsh**  
Chief Executive Officer

## A b o u t u s

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Sydney Olympic Park Authority – creating a new, vibrant township for Sydney

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 New South Wales. Under the management of the Authority, the Park has developed into an important urban centre and built on its legacy as a prime destination for sporting, entertainment and cultural activities.

In the years since the 2000 Olympic Games, the Authority has overseen almost \$1.4 billion worth of new private-sector developments and welcomed over 220 organisations and over 17,000 staff to the precinct. The Authority has ensured the sustainable management of 430 hectares of parklands and seen the Park host major sporting, entertainment and business events and engage in a wide range of local community initiatives.

In addition, the Authority manages a precinct that hosts almost 6,000 events a year, delivering well in excess of \$1 billion in annual economic benefits to the New South Wales economy.

The future promises to be equally exciting. Under Master Plan 2030, the Authority will manage the expansion of the Park to support a daily population of 50,000 plus up to 25,000 daily visitors. In all its future activities, the Authority will retain a commitment to building on the uniqueness of the precinct as a business and educational hub and the number one destination for sporting and leisure activities for metropolitan Sydney.

### **Who we are**

The Authority was established on 1 July 2001 as a statutory body of the NSW Government under the Sydney Olympic Park Authority Act 2001 (NSW). Our charter is to manage and promote the 640-hectare site, including protection of the 430 hectares of Parklands.

### **Our vision**

Our vision is for Sydney Olympic Park to become an internationally admired example of sustainable urban renewal and development that successfully integrates world-class venue infrastructure and parklands with a new community of workers, residents, students and visitors. This would create an innovative example of place making: a township offering a healthy, creative and vibrant urban environment.

### **Our mission**

Our mission is to:

1. build the Park's position as Australia's premier major events precinct
2. create an economically viable township that expresses high standards of design in the private and public domains
3. create world-class parklands and encourage use thereof by the public; and
4. apply a best-practice environmental management approach to all aspects of the Park's development.

### **Serving the public**

In achieving its mission, the Authority seeks to support two key Government priorities:

- To grow prosperity across NSW ... through increased business investment and acting as the major event precinct for NSW.
- To enhance our environment for living ... by providing jobs closer to home and facilitating more people using parks, sporting and recreational facilities and participating in the arts and cultural activity.

# Organisational Overview

## What we do

The Authority is responsible for promoting, coordinating and managing the orderly use and economic development of Sydney Olympic Park, including the provision and management of \$1.8 billion of infrastructure.

This includes promoting, coordinating, organising, managing, undertaking, securing and conducting cultural, sporting, educational, commercial, tourist, recreational, entertainment and transport activities and facilities. The Authority is also charged with providing, operating and maintaining public transport facilities within the Park. The protection and enhancement of the natural and cultural heritage of the Park, particularly the Millennium Parklands, is another key responsibility of the Authority.

In addition, the Authority continues to liaise with and maintain arrangements with Olympic organisations such as the International Olympic Committee and the Australian Olympic Committee Incorporated.

## Corporate Governance

The Sydney Olympic Park Act 2001 (NSW), incorporating the Sydney Olympic Park Amendment Regulation 2004 (NSW), requires the Authority to make all reasonable efforts to ensure that:

- Sydney Olympic Park becomes an active and vibrant town centre within metropolitan Sydney
- Sydney Olympic Park becomes a premium destination for cultural, entertainment, recreation and sporting events
- any new development carried out in accordance with the Act complies with best-practice environmental and town planning standards
- the natural heritage of the parklands is protected and enhanced.

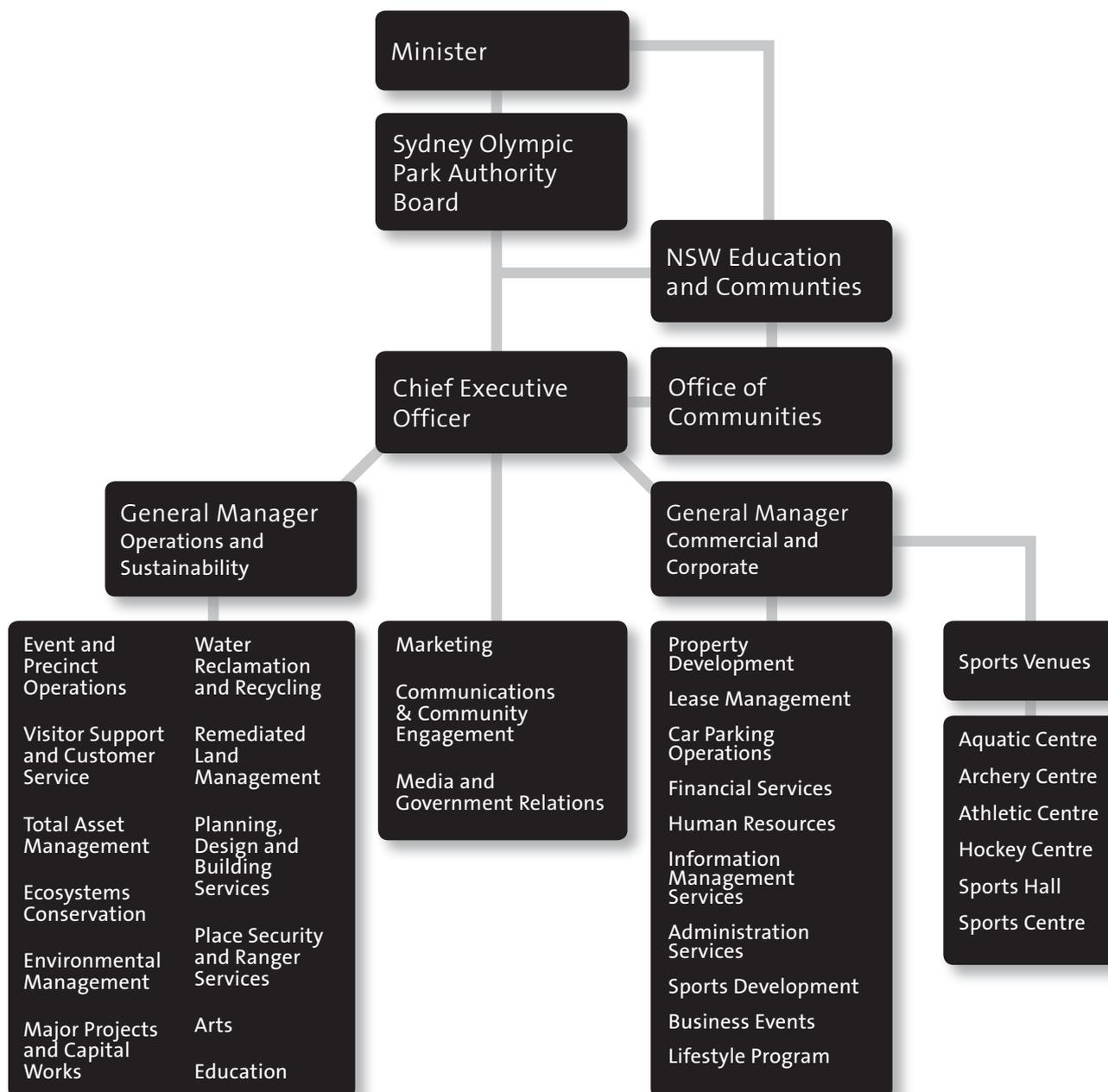
Under the Act, a governing Board of Authority (the Board) was created to provide direction and guidance to the Authority to ensure it meets its core functions. They are to:

- promote, coordinate and manage the orderly and economic development and use of Sydney Olympic Park, including the provision and management of infrastructure
- promote, coordinate, organise, manage, undertake, secure, provide and conduct cultural, sporting, educational, commercial, tourist, recreational, entertainment and transport activities and facilities
- protect and enhance the natural and cultural heritage of Sydney Olympic Park, including the parklands
- provide, operate and maintain public transport facilities within Sydney Olympic Park
- liaise with and maintain arrangements with Olympic organisations, such as the International Olympic Committee and the Australian Olympic Committee.

## Corporate Planning Framework

The Authority's primary objectives relate to Place Making, Place Management, Promoting the Park and Optimising Returns on Government Investment.

The Authority's Corporate Plan outlines an economic development strategy that drives development of the Park in the areas of sport, education, events, environment and entertainment.



## The Board

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### **The Honourable Michael Knight**

#### AO Chairman

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Mr Michael Knight was the Minister for the Olympics from April 1995 until January 2001. He was also the Minister responsible for the Paralympics and President of the Organising Committee for the Sydney Olympics (SOCOG).

Mr Knight therefore played a significant role in the first phase of development of Sydney Olympic Park.

Since leaving Parliament Mr Knight has provided advice to a range of organisations, especially in the infrastructure, property, health and energy sectors.

He also advised both the Greek Government and the Organising Committee on preparations for the Athens 2004 Olympic Games.

Mr Knight joined the Board of the Authority in July 2007.

### **Mr David Baffsky AO LLB**

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Mr Baffsky is Honorary Chairman (formerly Executive Chairman between 1993 and 2008) of Accor Asia Pacific, the largest hotel management company in the Asia Pacific region. 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 Investa Funds Management Limited and is a Director of its Audit & Compliance Committee. In 2005, he was appointed a Trustee of the Art Gallery of NSW and in 2009 became Chairman of the Gallery's Risk Management Committee. In 2013 Mr Baffsky was appointed Chairman of Food & Allied Support Services Corporation and is a Director of SATS Limited. In June 2001, Mr Baffsky was made an Officer in the General Division of the Order of Australia. In 2012 he was awarded the Chevalier in the Order of the National Legion of Honour.

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

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

### **John D Coates AC LLB**

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Mr Coates is Vice President of the International Olympic Committee, President of the Australian Olympic Committee, International Council of Arbitration for Sport and Court of Arbitration for Sport, and a Member of the Council of the International Rowing Federation (FISA). He is Chair of the IOC Tokyo 2020 Coordination, IOC Juridical, and Sport and Law Commissions. He is a Member of the IOC TV Rights & New Media and IOC Rio 2016 Coordination Commissions.

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

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

### **Jill Davies**

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Ms Jill Davies is a chartered accountant and management consultant.

She was a senior manager within the Organising Committee for the Sydney 2000 Olympic Games. Since 2000 she 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.

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

### **Liz Ellis AM, BA/LLB**

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Ms Ellis is a Member of the Australian Sports Commission.

Ms Ellis is a former captain of the Australian Netball Team and a prominent media personality and sports commentator.

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



### Mr Denis Fitzgerald AM

Mr Fitzgerald has a 45 year association with sports participation and management, particularly Rugby League, including as a player with Parramatta and administrator at a local, national and international level.

Mr Fitzgerald has also been a CEO of Parramatta Leagues Club and the Parramatta Eels NRL Club, a Parramatta Council Alderman and a Parramatta Stadium Trustee. He was appointed Chairman of the Combat Sports Authority of NSW in September 2011 and was appointed a Parramatta Park Trustee in October 2012. He brings to the board a deep knowledge of sports management, hospitality and gaming, at all levels, gained through 30 years of senior management experience.

Mr Fitzgerald was appointed to the Board on 26 October 2009.

### Alan Marsh BBus MBA CPA (Chief Executive Officer)

Mr Marsh has more than 30 years experience in the public and private sectors across precinct and facilities management, event management, and construction and development.

Mr Marsh's previous roles have included Deputy Director-General (Office of Public Works and Services) of the former NSW Department of Commerce, CEO of the Darling Harbour Authority and Commissioner for NSW, World Expo 1988.

Mr Marsh has also held senior roles in the NSW Premier's Department, Sydney Organising Committee for the Olympic Games, Olympic Coordination Authority and the Arena Management Group of Companies.

Mr Marsh commenced as Chief Executive Officer of the Authority and a Board member on 1 February 2008.

### Mr Ron Woodham

Mr Woodham spent more than four decades in NSW Corrective Services, including eleven as Commissioner, before retiring in 2012. In addition to his role with the Authority Mr Woodham serves on the NSW Parole Board and the board of the New South Wales TAFE Commission.

Mr Woodham was appointed to the Board on 1 July 2012.

### Jack Cowin LLD

Mr Cowin is Founder and Executive Chairman of Competitive Foods Australia Pty Ltd, which owns Hungry Jack's nationally.

Mr Cowin is a Director of Network Ten, BridgeClimb, Chandler Macleod Australia Ltd, Domino's Pizza and Fairfax Media.

Mr Cowin was appointed to the Board on 1 January 2005 and departed the Board in December 2013.

### Board Attendance 2013–14

Board members	Meetings held	Meetings attended
Hon Michael Knight	6	6
David Baffsky	6	6
John Coates	6	4
Jack Cowin	3*	2
Liz Ellis	6	6
Jill Davies	6	6
Dennis Fitzgerald	6	6
Alan Marsh	6	6
Ron Woodham	6	4

\*Mr Cowin's term with the Board ended in December 2013.

# Corporate Planning Framework

Sydney Olympic Park Authority's Corporate Plan provides the strategic direction for the Authority, identifying clear actions and focus areas that contribute to NSW 2021 and are in accordance with the objects identified in the Sydney Olympic Park Authority Act 2001.

## Contributing to NSW 2021 – the plan to make NSW number one

The Authority's work supports numerous targets outlined in NSW 2021; however service delivery is concentrated on the six (6) NSW 2021 targets listed below.

Sydney Olympic Park goals	NSW 2021 goals
Sydney Olympic Park is an active and vibrant town centre within metropolitan Sydney	Build liveable cities (20)
Sydney Olympic Park is a premium destination for cultural, entertainment, business, recreation and sporting events	Enhance cultural, creative, sporting and recreation opportunities (27)
The natural heritage of the Parklands is protected and enhanced	Protect our natural environment (22)
Sydney Olympic Park Authority continually improves performance	Rebuild State finances (2)
	Restore trust in State Government as a service provider (30)

1. Provide opportunities for job growth in centres close to where people live and to provide access by public transport
2. Increase the number of major international sports, artistic, creative and cultural events in NSW
3. Increase participation in sport, recreational, arts and cultural activities
4. Protect and restore priority land, vegetation and water habitats
5. Improve financial management and effectiveness of expenditure
6. Increase customer satisfaction through innovation

**Target: Provide opportunities for job growth in centres close to where people live and to provide access by public transport**

Sydney Olympic Park has seen almost \$1.4 billion of development projects since 2000, demonstrating the growth of the precinct as a specialised economic centre and residential suburb. There are now over 18,000 residents, workers and students and over 220 organisations doing business at the Park. Master Plan 2030's vision for the sustainable development of Sydney Olympic Park will see growth accelerate with 1.4 million square metres of new construction planned and the precinct eventually catering for a daily population of over 50,000 people, in addition to visitors and event patrons.

**Achievements include:**

The progression of town centre development projects, which include:

- Construction of Stages 2 and 3 of the Australia Towers residential development.
- Construction of 3 Murray Rose Ave (site 60) by GPT Group, which will be the new national headquarters for Samsung
- Completion of the commercial office development at 10 Herb Elliott Ave by Fitzpatrick Investments (site 4b)
- Development approval of the commercial office development on Murray Rose Avenue by FDC Construction & Fitout Pty Ltd (site 8c)
- Key infrastructure improvement projects to accommodate growth in the precinct including works to extend Murray Rose Avenue through to Bennelong Parkway, the Bennelong Parkway/Australia Avenue slipway and land preparation work on the new Ausgrid zone substation

New opportunities for residential and commercial development:

- Preliminary design and planning work for the Meriton Apartments in Parkview precinct (site 67)
- Preliminary design and planning work for a new GPT commercial Development at 4 Murray Rose Avenue (site 60)
- Awarding of development rights for a new residential tower on Australia Avenue to Ecove (Site 68)
- Sale of the former NSW State Lotteries office at 2 Figtree Drive to allow for planning another residential complex (site 53)
- Development of the Wentworth Point precinct by Payce progressed, which will provide a nine-storey combined residential and business development and improve public transport links at the Olympic Park ferry wharf

The Authority has worked with Department of Planning & Infrastructure and Urban Growth NSW, regarding the Carter Street and Wentworth Point Urban Activation Precincts.

The Authority has worked to improve regional infrastructure. This has included regular meetings with Transport for NSW on public transport and Roads & Maritime Services and the WestConnex Delivery Authority on the regional road network, seeking upgrades to service the growing community in the Sydney Olympic Park region and the increasing number of events



**Target: Increase the number of major international sports, artistic, creative and cultural events in NSW**

Sydney Olympic Park generates significant benefits to the NSW economy, well in excess of \$1 billion annually, from the many events staged in the precinct. The Sydney Olympic Park area was ranked Sydney's seventh biggest local economy in 2012–13 and the 20th biggest local economy in Australia. The Park continues to attract major national and international events, improving the performance of the NSW economy and building on the expertise, infrastructure and capabilities developed to host the world's greatest athletes and artists.

**Achievements include:**

- More than 13.9 million people came to Sydney Olympic Park throughout the year, driven in part by a rise in major conventions, sporting events and exhibitions held at the Park
- Sydney Olympic Park hosted the Rotary International Convention, which attracted 18,000 delegates from 154 countries and contributed an estimated \$60 million to the NSW economy
- The Park staged major international events including the British and Irish Lions Tour, Manchester United vs. A-League All Stars and Bledisloe Cup
- The event day experience was further enhanced, providing more opportunity to attract major international events to Sydney and create a vibrant place to visit. This year, the Authority worked with major event venues, sponsors and stakeholders to optimise the customer experience through precinct lighting, theming, use of social media and increased food and beverage offerings

- The Authority continued to support Sydney Olympic Park's venues through cooperative sales and marketing initiatives in business, sports and entertainment events
- There were improved and increased communications with the growing Park community and the wider community regarding the ever-changing nature of the precinct, particularly using social media and digital channels
- The Authority launched the detailed vision for the Stadia precinct in Master Plan 2030, using an innovative 3D animation video to kick start the process for further investment

The Authority has worked with Destination NSW and Business Events Sydney to attract and secure more events for NSW and will continue working with NSW Police and District Emergency Management Committee on counter-terrorism, crime and public safety threats.



Rotary International Convention

**Target: Increase participation in sport, recreational, arts and cultural activities**

Sydney Olympic Park hosts millions of people each year who enjoy the world-class sports, recreation and entertainment facilities. The Park provides countless opportunities for the community to get active, enjoy healthy lifestyles and to get better connected.

**Achievements include:**

- The Authority has managed Sydney Olympic Park’s Aquatic, Athletic, Archery, Hockey and Sports Centres and Sports Halls to international standards to meet the recreation and fitness needs of the community and the competition and training needs of athletes
- A diverse range of programs and activities in sport, education, recreation, arts and culture were delivered by the Authority and a wide range of partners throughout Sydney Olympic Park’s built and natural environment
- The Aquatic Centre was recognised as the 2013 NSW AUSTSWIM Swim Centre of the Year by an independent panel, highlighting the Centre’s commitment to community education on water safety and aquatic skills
- The Authority worked with partners to deliver community sports events, such as the Weetbix Tryathlon, Rebel Run Sydney, Sydney Spring Cycle and Women’s Sports Festival, and a variety of art exhibitions, including ARTEExpress, Operation Art and Designing Your Future
- Visitation to the parklands increased to 2.9 million visitors, including 80,000 cyclists per month, which highlights the importance of this open space to the growing communities around Sydney Olympic Park

- The Authority focussed on activating parkland areas, such as Newington Armory, to increase public access and introduce new uses, including twilight racing by the local Lidcombe Auburn Cycling Club and a new training and competition centre for Judo NSW
- The Greater Western Sydney Giants AFL team moved into their new state of the art training facilities and Learning Life Centre, which provides unparalleled opportunities for the growing AFL team to engage with the community and increase sports participation
- Construction of Netball Central continued throughout the year, with completion scheduled for late 2014. When finished this facility will provide Netball NSW with a new home for Australia’s largest female-participation sport, in time to support the Park’s hosting of the 2015 Netball World Cup

**Target: Protect and restore priority land, vegetation and water habitats**

The environmental remediation that converted an industrial wasteland into a place of diverse parklands and rich ecosystems is one of the greatest legacies of the Sydney 2000 Olympic Games. The Authority builds on that legacy and strives for Sydney Olympic Park to be recognised as a place that champions sustainable development and achieves excellence in environmental management.

Achievements include:

- The Authority's environmental management was acknowledged at the 2013 Green Globe Awards, receiving the 10 Year Sustainability Achievement Award and the joint winner of the Public Sector Sustainability Award
- A new cogeneration plant was installed at the Aquatic Centre to reduce the greenhouse gas emissions of the Aquatic Centre, by approximately 1,250 tonnes of CO<sub>2</sub> per year, and provide cost savings of at least \$250,000 each year
- The Authority published a new e-Book, Workbook for Managing Urban Wetlands in Australia, to provide practical aid to local, national and international professionals and students to better understand and care for freshwater and estuarine wetlands in urban environments
- The Blaxland Sustainable Leachate Treatment wetlands was commissioned, which is an innovative bio-treatment system that allows clean, effective and environmentally sound treatment of leachate using a series of wetlands that allow natural biological processes to breakdown contaminants into harmless substances
- The Authority continued to protect and conserve Sydney Olympic Park's wetlands and rich biodiversity, which consists of over 400 native plant species and 200 native animal species
- Water and energy conservation activities were coordinated across the Park, including the Water Reclamation and Management Scheme (recycled water), to promote a sustainable future
- Energy efficient lighting initiatives continued throughout the public domain and sports venues, including retrofitting of over 3,000 energy-efficient globes to existing public domain light fittings and installing solar-powered ticket dispensers in the Park's car parks
- Sydney Olympic Park's Youth Eco Summit (YES) brought together approximately 6,000 students from schools from across Sydney, New South Wales and from as far afield as Alaska, Malaysia and Vanuatu to discuss sustainable outcomes and activities

**Target: Improve financial management and effectiveness of expenditure and increase customer satisfaction through innovation**

Sydney Olympic Park Authority is committed to continually improving the way we do business and deliver services to the community, increasing the use of the precinct whilst managing aging assets. An increasing proportion of the Authority's annual expenses are offset by self-generated revenue sources, reducing the reliance on funding from the NSW Government to maintain the precinct.

Achievements include:

- The Authority achieved budget savings targets through long-term strategic planning, in consultation with NSW Treasury. Approximately 70% of the Authority's annual cash requirements are sourced from self-generated revenue
- The Authority achieved level 2A accreditation under the NSW Government's Agency Accreditation Scheme for Goods and Services Procurement, with the Chair of the NSW Procurement Board noting a number of strengths inherent in the Authority's procurement regime
- A refined asset condition audit program was implemented throughout the year, with findings integrated into an updated lifecycle projection for the Authority's Asset Portfolio
- The Authority provided estate management services at Sydney Olympic Park, including capital and minor works, maintenance, public domain presentation, security, cleaning and property management
- The Authority continued to engage and communicate with the growing Park community through a variety of traditional and new channels, introducing a new blog for greater customer engagement and growing visitation to the Authority's websites and social media channels (Facebook, Twitter & YouTube)
- Digital technologies were used to improve customer service, including the development of a mobile-friendly interactive digital map to assist customers finding their way to and around Sydney Olympic Park, expansion of the 'Print at home' car parking ticket technology which is now available in P1, P2, P3, P4, P5 and P6 car parks and a redesign of the Business Event section of the website to help those planning their next conference, exhibition, business meeting or special event

# State of Environment Report 2013 – 14

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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 commitment was recognised at the 2013 Green Globe Awards when the Authority was awarded the 10-year Sustainability Award for significant environmental achievements over the past decade. The Green Globe Awards are NSW's leading environment awards, recognising environmental excellence, leadership and innovation. Over 110 new environmental sustainability initiatives were implemented by the Authority between 2003 and 2013. These initiatives are additional to routine environmental management activities and span areas including flora and fauna conservation, leachate management, water conservation, transportation, heritage conservation, energy efficiency, environmental education and development.

This State of Environment Report provides an overview of the Authority's management practices and performance over 2013–14 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 new 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.

## Future directions

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

- Implementation of a stormwater management strategy for the southern catchments of the town centre
- Progressive development of further on-site leachate treatment systems for the Park's ten landfills. Design of a new biological treatment system is currently underway for the Former Golf Driving Range Landfill. This landfill is one of the oldest at Sydney Olympic Park and generates approximately 6,000 kilolitres of leachate each year
- Implementation of a captive breeding and release program for the endangered Green and Golden Bell Frog to increase genetic diversity of the Park's sub-populations
- Continued staged replacement of existing public area lighting with energy-efficient fittings

## 1 Authority operations

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

The Authority's head office building has a 4.5 star NABERS rating (as built), and a 4 Green Star rating from the Green Building Council of Australia.

The building has dual plumbing, with recycled water used for toilet flushing. The temperature of office common rooms is set with consideration of energy usage. New kitchen or office appliances typically meet a minimum 4-star water and energy rating.

The Authority's corporate passenger fleet has a high proportion of small vehicles with high fuel efficiency, and includes one petrol/electric hybrid vehicle. Petrol-fuelled vehicles use E10 fuel blends. Alternative transport offered to Authority staff to minimise vehicle use includes golf buggies, a 'Gator' and bicycles. The Authority's office building offers 21 bicycle racks for staff use, along with additional showers. The Authority encourages staff to walk to meetings within the Park where practical, and promotes walking as healthy exercise for staff and visitors.

The majority of office printers are multi-functional devices, able to create double-sided and multi-page prints. Papers used for print and copying tasks are certified as sustainable products through the Forestry Stewardship Council or the Programme for the Endorsement of Forest Certification. Ink and toner cartridges and used office paper are recycled; obsolete and redundant printers, computers, notebooks, televisions and tower servers are donated for reuse or recycled. Externally-printed documents and marketing materials are printed on recycled paper using vegetable-based inks where possible. Electronic rather than printed media is increasingly being used for these documents.

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

Extensive environmental education and training programs target students, adults, and Authority staff and contractors. Sydney Olympic Park Authority and its sports venues are active participants and Bronze members in the Sustainability Advantage program run by the NSW Office of Environment and Heritage. The Authority also coordinates a cluster of participating local businesses at the Park.




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### Authority Operations 2013—14

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Electricity consumption	230,457 kilowatt hours of electricity was used in the Authority's head office at 8 Australia Ave, equating to 2076 kilowatt hours per full time equivalent (FTE), and 126 kilowatt hours per square metre of floor space. 227.5 tonnes CO2 equivalent of greenhouse gas emissions was generated. Greenpower purchased accounted for 6% of total electricity consumption.
Fleet vehicles	Approximately 112,608 kilometres were travelled by SOPA staff for business purposes, generating 23.6 tonnes CO2 equivalent of greenhouse gas emission. The Authority's non-operational vehicle fleet achieved an 'environmental performance score' of 12.8. 11,847 litres of fuel (all types) was used (55% petrol, 45% diesel). E10 comprised 72% of petrol used.
Office supplies and publications	1360 reams of A4 paper (27 sheets per FTE per day) and 40 reams of A3 paper (0.8 sheets per FTE per day) were purchased for Authority offices. 43% of A4 paper purchased contain 50% recycled content. 134 obsolete or redundant e-waste items were disposed of. Seven printers were returned to the manufacturer and the remaining devices including 7 computers, 3 notebooks, 4 televisions, 17 digital video players, 37 servers and 61 mobile phones were sent for e-recycling. All externally-printed documents are requested to be done on 100% recycled paper and with vegetable-based inks. Internally-printed marketing material is also printed on 100% recycled paper.
Contractors	New service contracts were developed, tendered and awarded for key maintenance services including lifts and escalators, fire services, water features, township landscape maintenance, stormwater management, cleaning, remediated lands monitoring, and bioremediation system monitoring. 154 Work Permit applications for various development and maintenance works around the Park were formally risk assessed and approved. The Authority's security contractor (Australian Concert and Entertainment Services) has a biodiesel-fuelled ute in their Park patrol fleet. The ute travelled 5,660 km, with an emissions saving of 135.84 kilograms CO2 equivalent of greenhouse gas emissions.

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Environmental education and training programs

36,000 students from 655 schools participated in curriculum-based education programs and events offered by the Authority. The Sustainability Program held by the Authority at the 2014 Sydney Royal Easter Show reached 2,500 students from 26 schools plus thousands more general visitors.

Youth Eco Summit (YES) 2013 was attended by 6,000 primary and secondary students. 2,519 students from 76 schools across NSW attended the education activities, lectures and exhibitions at the Park; 4,070 students from 77 schools participated in video conferences. The YES Youtube feed reached an international audience, with 1,093 hits from countries including America, Vietnam, Mexico, Philippines, Thailand, and Russia. The program received three awards – the 2013 Green Globe Public Sector Sustainability Award, the University of Western Sydney Partnership Award, and the United Nations University Award, which recognised YES as one of six global flagship projects in youth engagement and capacity building.

200 contractors working at the Park received environmental induction training in compliance and best practice environment management. An additional 236 contractors, staff, researchers and visitors received site-specific induction training.

A new video conferencing program provided interactive ‘virtual excursions’ to school groups unable to visit the Park. These included video conferences on curriculum-based sustainability programs, migratory shorebirds programs with Korean schools, and “Koori Classroom” which teaches place-based Aboriginal history and culture and was delivered to students in western NSW and Western Australia.

324 visitors attended 20 Technical Insight Tours showcasing the Authority’s environmental management strategies. Tours were run for secondary and tertiary students both domestic and international as well as managers and researchers from Asia, Europe and the USA.

Three Wetlands Education and Training (WET) workshops were attended by 72 wetland management professionals and teachers. As part of this program a new eBook, *Workbook for Managing Urban Wetlands in Australia*, was published by Sydney Olympic Park Authority to provide practical aid to local, national and international professionals and students to better understand and care for freshwater and estuarine wetlands in urban environments. Launch of the eBook coincided with the 10 year anniversary of the WET program at Sydney Olympic Park. The eBook is free to download from the Sydney Olympic Park Authority website.

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Sustainability Advantage

Two participating organisations within the Park’s business cluster, Accor’s Sydney Olympic Park Hotels and the Commonwealth Bank, received Silver Sustainability Advantage Awards. Office of Communities – Department of Sport and Recreation received the Bronze Sustainability Award.

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## 2 Water

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

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

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

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

#### Water production and consumption 2013–14

Recycled water production	991,341 kilolitres produced 1,360 account customers
Recycled water consumption	219,407 kilolitres used in the public domain, including – 63,784.5 kilolitres used for Town Centre irrigation – 69,877 kilolitres for Bicentennial Park irrigation 112,089 kilolitres used in the sports venues
Harvested stormwater consumption	26,165 kilolitres used for Parklands irrigation excluding Bicentennial Park
Potable water consumption	28,539 kilolitres used in the public domain 96,493 kilolitres used in the sports venues
Water management initiatives	Treatment capacity of the WRAMS sewerage processing plant was expanded from 2.1 to 3 megalitres per day. Preparation of a Recycled Water Quality Management Plan and assessment of WRAMS Operations is underway. The project is expected to be completed in late 2014.

NSW Government Resource Efficiency Policy reporting: Total potable water consumption				
	2013–14	2012–13	2011–12	2010–11
Kilolitres	125,032	123,425	104,915	91,082
Cost (\$)	271,069	262,895	220,636	183,257

### 3 Energy

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

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

Audits of the Park's energy consumption have identified areas of high energy usage, which are being prioritised for introduction of energy conservation measures. Significant numbers of carpark lights have been upgraded in the past five years as a result of the audits.

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 2013–14

Electricity consumption	10,627,502 kilowatt hours in the public domain 9,313,467 kilowatt hours in the sports venues. 23,015 tonnes CO <sub>2</sub> equivalent of greenhouse gas emissions was produced due to gas and electricity consumption. Greenpower accounted for 6% of total electricity consumption
Natural gas consumption	93 gigajoules was used in the public domain, significantly less than 2012–13 (8,209 gigajoules used in 2012–13, due to lighting of the Cauldron during the 2012 London Olympic and Paralympic Games). 47,915 gigajoules of natural gas was used by the sports venues
Solar power generation	87,125 kilowatt hours supplied to the grid
Energy management initiatives	A Lighting Energy Audit for all town centre streets and car parks was completed in October 2013. Potential energy and cost savings were outlined. Results will be used to prioritise areas for upgrades. A new cogeneration plant at the Sydney Olympic Park Aquatic Centre was unveiled on 5 June (World Environment Day). The plant is comprised of two 260 kilowatt gas-fired units, and now supplies most of the Centre's power needs. It is expected to reduce greenhouse gas emissions by 1,250 tonnes of CO <sub>2</sub> per year, with savings of over \$250,000 a year. The cost of the project was \$1.8 million, which will pay for itself in reduced energy bills in seven years at current electricity prices. Four new fuel efficient electrical barbeque hotplates, which reduce cooking times, maintenance and carbon emissions, will be trialled in high use areas at Bicentennial Park and Armory Wharf in 2014–15.

NSW Government Resource Efficiency Policy reporting: Energy management				
	2013–14	2012–13	2011–12	2010–11
Kilowatt hours	19,940,969	19,350,227	17,456,765	18,820,832
Cost (\$)	4,357,440	4,034,844	3,385,974	3,170,496
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

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## 4 Pollution Control

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**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.

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### Pollution control 2013–14

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Stormwater litter	19.73 tonnes of stormwater litter and sediment generated upstream of the Park was captured by gross pollutant separation units installed at the boundaries of the Park 47.22 tonnes of floating litter generated upstream of the Park was captured by litter collection booms on Haslams and Powells Creeks 62 tonnes of stormwater litter and sediment generated within the Park was collected by pits, drains and gross pollutant traps
Licensed discharges to waters	Nil treated leachate was discharged from the Wilson Park bioremediation system to the Parramatta River 82,745 kilolitres of reverse osmosis retentate was discharged to Haslams Creek from the WRAMS recycled water plant in accordance with Licence conditions
Noise	The 2011 Noise Management Plan will be reviewed over 2014-15. The review will seek input from key stakeholders such as major event venues and surrounding residential communities.

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Pollution incidents

No penalty notices or enforcement actions for environmental non-compliance were taken against the Authority. Significant environmental incidents occurring over the period 1 July 2013 to 30 June 2014 were:

- A blue-green algal bloom occurred in a constructed freshwater pond adjacent to Haslams Creek over the period June 2013 to October 2013. Algal cell counts triggered the 'Red Alert' level as per the NSW Office of Water classification system, which means human contact with the water should be avoided. Advisory signage was installed and the local community and relevant government departments notified.

Sewerage was found flowing into this same pond from a broken sewer line located outside the Park in June 2014. This incident did not result in an algal bloom.

- Two incidences of sediment-laden inflow into the Park's waterways from upstream of the Park were reported to the appropriate regulatory authorities

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Pollution prevention initiatives

3 new stainless steel stormwater litter baskets were installed in roadside stormwater drains that flow directly to local waterways, bringing the total number of baskets to 95. 26 plastic litter baskets were replaced with stainless steel baskets

The Authority developed a new Stormwater Management & Water Sensitive Urban Design Policy; the Policy aims to promote appropriate water sensitive urban design in development, optimise local harvesting and on-site utilisation of stormwater, and ensuring proper management of stormwater from construction sites

Designs were developed for new bioswales to treat stormwater runoff from the Parkview Precinct and protect the Badu Mangrove wetlands. Construction is planned for 2014-15

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## 5 Waste and materials sustainability

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**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. The current resource recovery rate is approximately 83% from the public domain and 70% from SOPA sports venues. Containers sorted from comingled waste are 100% recycled. Green waste is reused as mulch, and construction waste is source-separated for recyclables wherever possible.

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

Ten remediated landfills covering 105 hectares of the Park and predominantly containing domestic and industrial waste and demolition rubble dating from 1950s to 1970s are managed to protect human health and the environment. Most leachate generated by these landfills is transferred to a nearby liquid waste treatment plant. Leachate from the Wilson Park landfill and Blaxland landfill are treated on-site in two bioremediation systems, which minimises the need for transfer to an off-site treatment facility.

Backwash water from the Sydney Olympic Park Aquatic Centre is discharged to a constructed wetland, and is subsequently utilised for aquatic habitat, irrigation or production of recycled water.

Sustainability principles are embedded in the Authority's Urban Elements Design Manual and Park Elements Design Manual, which identify approved performance standards, styles and materials for park infrastructure and furniture. Lights, paving blocks, seating and trees are salvaged from construction projects and reused/replanted where possible. Park furniture made from wood composites is used in selected applications; the material is promoted as an alternative to hardwoods with no requirement for painting or oiling and is made from waste wood fibre mixed with recycled HDPE (milk bottle) plastics. Temporary event overlay, including marquees, stages, fencing, tables and chairs, audio and lighting equipment, is hired rather than purchased to reduce storage area requirements and to avoid idle resources during non-event periods.

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### Waste generation and recycling 2013—14

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Public domain waste	454.5 tonnes of waste was collected from the public domain including 388.6 tonnes of comingled waste. 83% of comingled waste was recovered for recycling. All sorted containers were recycled. 417 tonnes of comingled waste was collected from SOPA sports venues. 70% was recovered for recycling. All sorted containers were recycled
Greenwaste	275 tonnes of greenwaste could not be re-used as mulch and was disposed at landfill
Stormwater litter	62 tonnes generated within the Park was collected by pits, drains and gross pollutant traps and disposed to landfill 47.22 tonnes of floating litter generated upstream of the Park was captured by booms on Haslams and Powells creeks and disposed to landfill.
Leachate	27,127 kilolitres was transferred to a liquid waste plant for treatment and 3,100 kilolitres (10%) was bio-remediated on-site
WRAMS reverse osmosis retentate	82,745 kilolitres was discharged to Haslams Creek in accordance with licence conditions
Clean Up Australia day	Volunteers collected 230kg of litter from Haslams Creek, and 160 bags from Bicentennial Park. All litter was removed for sorting and recycling

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Waste management initiatives	<p>Plans are underway to improve segregation of organic and recyclable waste generated by the sports venues. Organic waste will be collected in separate bins and recycled into compost for use in the gardens. The need for waste transportation will decrease from daily to weekly through the introduction of an on site compactor</p> <p>Blaxland Sustainable Leachate Treatment Wetlands, an advanced bioremediation system, was unveiled on World Environment Day (June 5). The new treatment system uses a series of wetlands and natural biological processes to break down leachate into harmless substances. When fully operational, the 1,850 square metre system will divert an estimated 7-8,000 kilolitres of leachate per year for on-site treatment, resulting in significant cost and energy savings</p> <p>Two native Narrow Leaf Fig trees (<i>Ficus obliqua</i>) were successfully transplanted into Stage 2 of Brickpit Park, to make way for the Murray Rose Avenue extension and to improve recreation amenity within the new park. These trees are listed on the Authority's 'Significant Tree Register' and are estimated to be approximately 80 years old and 75 tonnes in weight. The replanted trees are well established and healthy. A total of six large fig trees have been salvaged and transplanted into Brickpit Park since 2010. At the same time, a Eucalypt tree hollow was salvaged for future installation as habitat for hollow-dependent fauna. Six large Hill's Fig trees (<i>Ficus microcarpa</i> var. <i>hillii</i>) were salvaged and transplanted off site from the AFL Giants Training Facility. 12 Livistona Palms and 12 Hoop Pines will be transplanted into the Netball Central World Cup Facility in 2014-15</p> <p>A new water bottle refilling stations with internal water metering has been installed in Bicentennial Park at a popular fitness station. Every litre of water dispensed equates to one less plastic bottle going to landfill</p>
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NSW Government Resource Efficiency Policy reporting: Top waste streams - volume & disposal cost		
Construction waste	6,852 tonnes	\$486,482
Excess soil, Murray Rose Avenue road extension		
Leachate	27,127 kilolitres	\$435,650
Off-site disposal only; volume generated is highly rainfall-dependant		
Public domain waste (Park)	454.5 tonnes	\$217,890
Includes major event waste, which is dependant on the number and nature of major events and incurs higher costs than general public domain waste due to the need to bring in and remove additional skip bins		
Public domain and kitchen waste (SOPA Venues)	417 tonnes	\$112,050

## 6 Biodiversity

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

The high species richness and abundance in the geographic centre of a large city contribute to the Park's high ecological, aesthetic and educational values. Boardwalks, pathways, and the aerial Brickpit Ringwalk provide visitor access to ecologically-sensitive areas whilst ensuring their protection.

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

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

The Authority manages the 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 2013–14

Biodiversity Management Plan	The Authority revised the Sydney Olympic Park Biodiversity Management Plan, which details how the Authority will exercise stewardship over the biodiversity assets in its care and comply with applicable biodiversity legislation.
Number of native wildlife species recorded (10-year trend in brackets)	7 microbats (increasing); 133 birds (increasing); 7 frogs (stable); 2 possums (stable); 12 reptiles (increasing); 29 fish (increasing)
Number of threatened species sustained	Three endangered ecological communities Three threatened plant species; two resident threatened fauna species; several threatened migratory bird species One endangered population
Area and condition of key habitats	Sydney Turpentine Ironbark forest extent 17.6 hectares; 88% in good condition and 12% immature and regenerating Saltmarsh extent 25 hectares; 86% in good to fair condition Mangrove extent 73 hectares; 83% in good to fair condition, some new dieback due to impounding of tidal waters Swamp Oak Floodplain Forest extent 7 hectares in good condition Shrubland extent 10 hectares; 30% in good condition and 70% immature new plantings

Habitat management and restoration	<p>200 hectares of ecologically-sensitive land was managed by contractors with bush regeneration qualifications and expertise, with almost 13,000 hours of works conducted in various habitats. 57,172 new habitat plantings were installed in natural areas, including Triangle Pond, the Brickpit, and north of the Waterbird Refuge.</p> <p>As part of a long-term staged weed removal and habitat replacement program, noxious and environmental weeds were removed from the Brickpit, including <i>Juncus acutus</i>, 250 square metres of Lantana, 1,400kg of Pampas Grass flower stalks and mature plants from an area of 2,200 square metres. 660 square metres of Lantana was removed from Triangle Pond. 700 square meters of kikuyu adjacent to the Brickpit was replaced with native groundcovers.</p>
Ecological survey programs	<p>1,319 volunteer hours were donated by members of the Cumberland Bird Observers Club, NSW Frog and Tadpole Study Group, Australian Herpetological Society, ecologists and members of the community to undertake ecological monitoring programs. This is an increase from 963 hours in 2012-13.</p> <p>A five-yearly Coastal Saltmarsh survey was completed in May 2014. Saltmarsh conditions had improved at most sites since the 2008 survey. There has been a small decline in the extent <i>Wilsonia backhousei</i> (listed as vulnerable under the NSW Threatened Species Conservation Act 1995) due to encroachment by other plants, although the rate of decline has slowed considerably since the previous survey.</p> <p>A three-yearly assessment of fish populations at the Park was completed in June 2014. 15 native species of fish, 2 native crustaceans and 2 introduced fish were recorded. Species richness was higher than previous surveys despite less survey effort.</p> <p>120 native bird species were recorded in the annual spring bird census by volunteers from Cumberland Bird Observers Club, continuing a four year upward trend after a low of 109 species in 2010. 36 bird species were recorded breeding in the Park, considerably less than last year (46 species). Bird diversity and abundance remains stable.</p> <p>Nest boxes installed for the declining Red-rumped Parrot have supported successful fledging of young. To improve usage of artificial habitat, three nest boxes for birds were relocated to new sites, and three roost boxes for bats were installed.</p> <p>The colony of Microchiropteran bats that have occupied a building roof cavity at Newington Armory since 2001 disappeared during the breeding season. A dozen individuals returned several months later, and the colony will continue to be monitored to assess status.</p> <p>The Green and Golden Bell Frog population is showing a declining trend in breeding activity and abundance, though still remains relatively large. Inbreeding depression has been identified as a threat to the population, and a captive breeding and release program is planned in 2014-15 to mitigate this threat.</p> <p>The resident pair of White-bellied Sea-Eagle returned to Newington Nature Reserve for the 7th breeding season. Live streaming of their life is provided by Birdlife Australia's EagleCam.</p>
Mosquito treatments	<p>Six helicopter applications and four ground applications of Bti mosquito treatment was conducted within Newington Nature Reserve throughout the 2013-14 summer.</p>

## 7 Public open spaces

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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 95 hectares of public recreational space), and green space, pocket parks and plazas within the emerging Township. The Parklands are identified in the Sydney Olympic Park Authority Act 2001 and managed by the Authority in accordance with the statutory provisions of the Parklands Plan of Management (2010).

The Park contains areas of cultural heritage significance - including Newington Armament Depot and Nature Reserve, and the Olympic Cauldron (both listed on the NSW State Heritage Register in 2011), as well as the Vernon buildings and gardens of the former NSW State Abattoir, and buildings from the former State Brickworks.

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### Public open space 2013–14

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Visitation	<p>2.93 million people visited the Parklands throughout the year (up from 2.7 million in 2011-12 and 20.92 in 2012-13), being 30,698 people per hectare of Parklands recreational public open space. The core visitation areas of Parklands recreational public open space (Bicentennial Park, Wentworth Common and Blaxland Riverside Park) are generally full to capacity on most weekends.</p> <p>The annual Parklands User Survey rated overall satisfaction with Parklands at 8.5 / 10 (8.4 / 10 for Township and 8.6 / 10 for Recreation and Conservation areas). Overall satisfaction including maintenance is 8.3 for all areas.</p>
Development and facilities	<p>Stage 2 of the new 1.5ha green space 'Brickpit Park' has been completed. Blaxland Riverside Regional Play-space was the Jury Winner in the 2013 Architizer A+ Awards in the category of Landscapes and Gardens. The Park won the 2012 Australian Institute of Landscape Architects (AILA) NSW Award for Excellence in Design for Landscape Architecture, and is a nominee for the 2014 AILA National Award.</p> <p>The former Sydney Olympic Park Golf Centre has been transformed into an AFL training and administration facility for GWS Giants and a community AFL field. The Learning Life Centre featuring an indoor training field, gymnasium and running track was opened in February 2014.</p> <p>Two ping pong tables constructed from recyclable Australian steel were installed in Jacaranda Square, to improve patron experience</p> <p>A section of Bicentennial Park was resumed for construction of a new electricity substation</p> <p>Landscape architects visited the Parklands as part of the site tour associated with the Australian Institute of Landscape Architects National Conference. Landscape architecture students from the University of Canberra and UTS visited the Park to learn about green infrastructure, urban architectural designs and remediation process at the Park</p> <p>46 out-dated and damaged interpretation signs across the parklands were revised and replaced.</p>
Heritage	<p>The Authority has updated the Newington Armament Depot and Nature Reserve Conservation Management Plan, which guides the management of the Newington Armory precinct, to enhance community usage and protect the ecological value of the state significant precinct. The updated Conservation Management Plan was endorsed and approved by the Office of Environment and Heritage in November 2013</p>

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## 8 Transport

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

The Park is well-serviced by train, bus, and ferry networks, with additional services provided during major events. There are 35 kilometres of shared bike paths and cycleways, with connections to regional bike routes. Bike racks are provided throughout the Park. An integrated ticketing system is implemented by Transport NSW for certain major events attracting large numbers of people; patrons can catch public transport to the event as part of their event ticket.

Developers of new office buildings at the Park must prepare a workplace travel plan as a condition of development consent.

### Transport 2013–14

Public transport	104 trains, 223 buses and 76 ferries service Sydney Olympic Park each weekday
Integrated ticketing	An integrated ticketing system was available at 24 major events. An average of 58% of major event patrons travelled to the Park by bus, coach or train
Cyclists	1,048,100 cyclists visited the parklands, an increase from 950,000 cyclists in 2012-13 and 895,000 in 2011-12

## 9 Park Development

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

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

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

- Land use zoning comprising mixed use development, public recreation, environmental conservation, environmental management, national parks and nature reserves, infrastructure and neighbourhood centre
- Environment and heritage conservation
- Building sustainable development objectives, including minimum 4 to 5 stars under the Green Building Council Australia rating scheme and 4.5 stars NABERS energy rating, and connection to recycled water
- Transport and traffic controls, including travel management, car parking restrictions and provision for bicycle infrastructure

Sustainability initiatives incorporated into developments completed or underway in 2013-14 include:

- 5 Murray Rose Avenue, by The GPT Group, won the Urban Development Institute of Australia award for 'Excellence in Sustainable Development', and the 'Best Sustainable Development for a new building' at the Property Council of Australia's Innovation and Excellence Awards. The building features a solar panel system which provides up to 25% of the building's peak power needs. It generates more energy than any other commercial building of its scale in NSW, which contributes to its overall 6 star Green environmental rating. Like all new developments, it is connected to the Park's water recycling system, further improving the building's sustainability credentials
- Construction of a seven-level commercial building on 10 Herb Elliot Avenue (Site 4B) has been completed by the FDC Group. The building attained 5 stars NABERS and Green Star ratings
- The GWS Giants AFL training and administration facility and Learning Life Centre is connected to WRAMS recycled water, has on site stormwater retention for toilet flushing in the administration building, energy efficient lighting and bike parking facilities.
- The GPT Group is constructing a five storey commercial building at 3 Murray Rose Avenue. It is designed to achieve a minimum 5 star Green Star Office Design rating and a 5 star NABERS rating for both energy and water efficiency.

## Return on investment

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In the years since the 2000 Olympic and Paralympic Games, more than \$1.4 billion in private sector development projects have been approved, with projects worth hundreds of millions more currently in the planning and approval phases.

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

Key contributors to this figure include major sporting events such as the State of Origin matches, international Rugby Union and Football matches and annual events such as the Sydney Royal Easter Show, major concert events by local and international artists such as Lady Gaga and conventions such as the 2014 International Rotary Convention, trade shows and exhibitions at Sydney Showground and Allphones Arena, the ongoing contribution of professional sporting and athletic events at ANZ Stadium, Allphones Arena and Authority-managed venues, plus the day to day economic activity generated by the almost 225 organisations who today call the Park home.

This economic activity continues to expand as the Park plays host to even more conferences and trade shows, in particular for the three year period from December 2013 while the Sydney International Convention and Exhibition Centre is closed for redevelopment. Many major conferences and exhibitions have successfully transitioned to the Park for this period, further boosting the Park's ongoing contribution to the State economy.

The Park's calendar of regular major events, together with one-off spectacles such as the Socceroo's World Cup qualifying match and the tour match by the giant Italian Football club Juventus attracts significant interstate

and overseas visitation, directly contributing to the Government's goals of increasing tourism numbers.

In addition to contributing over 70 per cent of its annual operating cash expenses (excluding depreciation) during 2013-14 through revenue from operations, the Authority remits to NSW Treasury proceeds from land sales.

The Authority generates returns on Government investment through:

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

### **Financial returns to reduce costs to Government**

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

### **Total expenses**

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

Current expenditure covers:

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

- property and asset management, including maintenance of pavements, heritage buildings, community facility buildings, public spaces, roads, landscape maintenance, lighting and public art;
- event management and support, including event security and safety;
- environmental services, including recycled water, leachate treatment of remediated land, and environmental monitoring;
- promoting business and sporting events; and
- urban design and town planning, including the implementation of the Sydney Olympic Park Master Plan 2030, building approvals, transport and traffic planning.

It should be noted that depreciation and amortiation accounts 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 \$12.7 million in rental and recurrent lease-related income. This included revenue from the following:

- ANZ Stadium
- Allphones Arena
- Accor Hotels
- Royal Agricultural Society of NSW
- Australian Paralympic Committee
- NSW Police
- Greater Western Sydney Giants AFL Club

- Armory Wharf Cafe
- Jacaranda Square Cafe
- other agreements including outdoor signage and vending machines; and
- various arts, community associations and sporting groups.

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

In 2013–14, the Authority continued to operate the Sydney Olympic Park Sports Venues returning a consolidated deficit of \$4.9 million. This was marginally higher than the budgeted deficit.

Revenue during the year grew by 2.8% year on year and was above budget levels. The Venues were successful in increasing venue hire levels overall but experienced a slight decrease in casual and leisure usage overall which was attributed to a decline in Aquatic Centre patronage as a result of the less than favourable weather conditions during the year, and the opening of the “Wet and Wild” facility. Catering Operations, under the new outsourced arrangement, performed approximately 10% better than budget.

Payroll and Related expenses ratio to Revenue was 68.7%, slightly higher than the budget target of 67%.

Utility Costs continue to rise but careful management minimised the impacts with only a \$71K budget overrun across all venues.

The Authority achieved a great deal in the Sports Venues during the reporting period.

These included but were not limited to:

- The installation and commissioning of the Co-Generation plant at the Aquatic Centre
- The re-location of Judo NSW to the newly created Martial Arts Centre at the Armory
- The creation of a temporary car park as a trial at the Armory Martial Arts Centre,

- Purchase and installation of a new scoreboard at the Hockey Centre
- Purchase and commissioning of a Laser Clay Pigeon shooting facility at the Archery Centre
- The launch of the Dive Into History display at the Aquatics Centre
- Purchase of new equipment at the Athletics Centre including new High Jump and Pole Vault equipment, new hurdles, new timing, scoring and results system, and a new electric utility vehicle,
- Re-surfacing of the accessibility ramp on Eastern side of the Aquatic Centre
- Purchase and installation of all new gymnastics equipment for the Sports Centre
- Major renovations to the Athletics warm Up Mondo track
- The replacement of cables and major maintenance to the movable floor at the Aquatic Centre

In addition to hundreds of school and association level events the Sports Venues hosted numerous National and State level events including:

- An International Volleyball Tournament
- A Badminton World Federation Superseries tournament
- The National Table Tennis Championships
- The National Badminton Championships
- The National Age Swimming Championships
- The National Youth and Age Athletics Championships
- The National Masters Hockey Championships
- The NSW and National Archery Championships
- The National Water Polo League rounds and Finals Series

- The NSW Open Swimming Championships
- The NSW Metropolitan Water Polo Grand Finals
- The Sydney Track Classic
- The National Age Diving Championships
- The home matches for the NSW Swifts Netball Team

Other achievements included

- The hosting of the MS 24 Hour MegaSwim
- The annual induction of athletes into the NSW Hall of Champions at the Sports Centre
- Continued good relationships with the NSW Institute of Sport
- Hosting of the Aquatic Recreation Institute National conference and Awards
- Winning prestigious awards including Swim School of the Year, Kindy Gym of the Year, Lifeguard of the Year, Best Athletic Event in Australia and Won the Inaugural NSW Lifesaving Challenge

### **Car Parking**

Car parking continues to provide a major source of revenue, reflecting the ever-increasing numbers of people using Sydney Olympic Park and attending the almost 5,500 events held in the Park annually. This growth is also reflected in the increasing numbers of people using public transport to travel to and from the Park.

Over 2 million vehicles parked onsite in 2013-14 generating parking revenue of \$19.8 million.

## Business Events

In 2013-14 the Authority continued to work closely with the Park's venues, Government and industry bodies to attract both domestic and international meetings, conferences, special events and exhibitions to Sydney Olympic Park.

Business events highlights in 2012-13 included:

- Worked closely with the Parks venues, Business Events Sydney, Tourism Australia & Destination NSW to successfully deliver the 105th International Rotary Convention which attracted over 18,000 attendees from 154 different countries with an economic impact of over \$60m to the state's economy.
- Revenue figures were recorded at the highest to date since the inception of the Business Events model in 2002.
- Successfully designed and launched the new Business Events website which is mobile optimised in line with growing trends, features impressive imagery and video content for the first time.
- New Team Building cooperative agreement in place with 18 team building activities included.
- Secured financial commitment from all onsite venues to support the Business Events model and fully fund the Business Events Sales Executive position.
- Hosted four major venue showcases attracting a total of 70 potential new corporate clients to the Park as well as over 300 individual client site inspections for pending leads.

Overall, the Authority's Business Events Unit reported the highest results to date in 2013-14. The total number of leads generated was 651 of which 222 were converted into new business for the Park and its venues.

New domestic business secured for Sydney Olympic Park was valued at \$4,460,405 (up \$1,960,405 or 72% compared to 2012-13)

Additionally, new international business secured for Sydney Olympic Park was valued at \$1,240,164, through confirmation of Rotary International Convention 2014 side events as well as the 27th World Conference of the International Scout & Guide Fellowship.

Combined, total revenue generated through the Business Events Unit in 2013-14 is \$7,109,690; the highest end of year result achieved to date (includes accommodation values to the amount of \$1,409,120).

## Future challenges and direction

During 2013-14, the Authority will continue to focus on increasing revenue from property rents and commercial hiring, estate levies, sponsorship arrangements and car parking, thus contributing further to the self-funding of operations.

Over the next three years, it is anticipated that estimated additional revenue of over \$50 million will be generated from land sales, with further distributions paid to Treasury and investment in income-producing assets.

Residential development will become a more prominent feature of the developing suburb that is Sydney Olympic Park.

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

## Appendices

### Annual Report availability and costs

The Sydney Olympic Park Annual Report 2013–14 is available online at [www.sydneyolympicpark.com.au](http://www.sydneyolympicpark.com.au). The total costs of producing the Annual Report were \$400 (excluding GST).

### Code of Conduct

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

### Board Attendance 2013–14

Board members	Meetings held	Meetings attended
Hon Michael Knight	6	6
David Baffsky	6	6
John Coates	6	4
Jack Cowin	3*	2
Liz Ellis	6	6
Jill Davies	6	6
Dennis Fitzgerald	6	6
Alan Marsh	6	6
Ron Woodham	6	4

\*Mr Cowin's term with the Board ended in December 2013.

### Committees

#### Access Advisory Committee

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

Ms Jean Halcrow  
Ms Robyn Thompson  
Ms Angela Ballard  
Mr Glenn Redmayne  
Mr Mark Relf  
Ms Jane Bringolf  
Ms Jane Bryce  
Ms Jennifer Moon

#### Audit, Risk and Compliance Committee

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

John Coates (Chair)  
David Baffsky  
Liz Ellis  
Jill Davies  
Greg Fletcher

### **Design Review Panel**

The panel convened on seven occasions in the past year to review a range of proposed development, urban domain, parklands 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  
Darren Troy

### **Millennium Parklands Advisory Committee**

The Sydney Olympic Authority Act requires the establishment of a committee to be known as the (Millennium) Parklands Advisory Committee. Initially established in 2002 the statutory committee role is to make recommendations to the Board on matters relating to the care, control and management of the Millennium Parklands.

The current members comprise:

Professor Linda Corkery  
Ms Amanda Hurst  
Dr Teresa Anderson  
Mr Jonathan Sanders (representative NSW National Parks and Wildlife Service)

The Committee meets on a needs basis.

### **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	<a href="mailto:enquiries@sopa.nsw.gov.au">enquiries@sopa.nsw.gov.au</a>
Online	<a href="http://www.sopa.nsw.gov.au">www.sopa.nsw.gov.au</a>
Office hours	8.45am to 5.15pm, Monday to Friday

Credit card certification

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

### **Disability Action Plan, 2014–2018.**

The Sydney Olympic Park Authority Disability Action Plan (DAP), 2014–2018 has been developed to be consistent with the New South Wales (NSW) Government's Guidelines for Disability Action Planning by NSW Government Agencies, September 2008 (the Guidelines) under the requirements of the NSW Disability Services Act 1993 and the Commonwealth Disability Discrimination Act–1992. The Guidelines translate into action the NSW Government's commitment to improving the opportunities for people with disabilities to share fully in community life.

The DAP biannual assessment provides an opportunity for Sydney Olympic Park Authority (SOPA or the 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 DAP as having a role of responsibility are interviewed biannually, usually during the months of July–August by the manager of the Authority’s Building Services Unit. The detailed results from this interview process conducted with all identified persons/managers are then presented in a Biannual Assessment Report and any areas identified with a deficiency are actioned accordingly.

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

The NSW Disability Framework Policy sets parameters which require Government authorities and agencies to measure and report on their progress in creating access for people that have disabilities. This is required under Section 9 (2) of the Disability Services Act 1993.

### **Achievements in Areas of Providing Access**

The Sydney Olympic Park Authority has achieved areas of providing access during years 2012–2014. This includes upgrading of built environment infrastructure and providing staff training to better offer accessible services to the community within Sydney Olympic Park.

The following main areas have been identified as being areas where access requirements and considerations have been met by the Authority during years 2012–2014;

1. The Authority has upgraded and improved the accessible entry (Stairs & Ramps) to and within the Athletic Centre.
2. The Authority does deliver access training and induction procedures to providing and promoting best practices and attitudes in access for event staff members.
3. The Authority ensures that all upgrades and building works undertaken within Sydney Olympic Park are carried out in accordance with the relevant Australian Access Standards as well as the Sydney Olympic Park Authority’s current Access Guidelines. This is a condition of development consent for all developments being constructed within Sydney Olympic Park.
4. The Authority’s Access Advisory Committee has reviewed several major projects/developments proposed to be constructed within the Sydney Olympic Park to provide expert access advice which enables these developments to capture the requirements contained in the Authority’s Access Guidelines.
5. The Authority does provide access advice to all internal and external stakeholders as requested for various Major Events and proceedings within Sydney Olympic Park on a regular basis.
6. The main pedestrian entry and pay station area of the P3 Car Park has recently been upgraded to better provide for persons that have a disability. This includes compliant upgraded handrails, Tactile Ground Surface Indicators (TGSIs) as well as colour contrasting surfacing and slip resistance to ground finishes.
7. The Authority has upgraded all existing street signage throughout Sydney Olympic Park to be in an accessible format and font. This upgrade was designed in accordance with the recommendations provided to the Authority by the SOPA Access Advisory Committee.
8. The Authority has recently upgraded the accessible aspects and suite facilities to the Sydney Olympic Park railway station.

9. The Authority has updated additional way finding signage throughout the Town Centre and Parklands to a more accessible format.
10. The Authority has recently upgraded existing change room facilities to be more accessible inside the Aquatic Centre to better provide for persons that have a disability.
11. The Authority develops and makes available tailor made education programs and recreational activities to cater for people of all abilities. This is achieved through the Education Programs Unit and various Venues. This enables people to learn and also experience Sydney Olympic Park at their own pace.
12. The Authority is currently shifting to digital media from hard print communication and is aiming for WCAG, 2.0 AA+ web site compliance. The Authority is currently at A+. Web site is in HTML Format. Tear off map has been improved to better capture access requirements for legibility and colour contrasting, in response to customer feedback. Style guidelines have also been updated to include a section on accessibility.
13. The Authority's Graphic Designers use software for colour contrast for colour blindness named: <http://colororacle.cartography.ch/Colour Oracle> The Authority is investigating new software to address access needs, including Text readability and Video captions such as Youtube captions [https://support.google.com/youtube/answer/2734698?hl=en&ref\\_topic=3014331](https://support.google.com/youtube/answer/2734698?hl=en&ref_topic=3014331)  
Text readability  
<http://www.hemmingwayapp.com>  
The PDF's on website are accessible to screen readers and are being updated to include proper structure.
14. There is a proposed development to be built at the Southern end of the Parkview Precinct that will link Bicentennial Park to the Town Centre with a compliant accessible path of travel. This will then allow easier access to the entry of Bicentennial Park for all persons to enjoy.
15. The Authority is committed to publish any marketing type document in an accessible format upon request from the public.
16. The Authority has recently installed an additional state of the art aquatic lifting facility inside the Aquatic Centre to better provide poolside access for persons that have a disability.

### Access Guidelines.

The current Authority Access Guidelines (Sydney Olympic Park Access Guidelines) are fully compliant with all existing Commonwealth and NSW State access legislation as at December 2013. This includes the current Building Code of Australia–2014, NSW Disability Services Act–1993 and the Commonwealth Disability Discrimination Act–1992.

Amendments are carried out to all existing detailed documents to capture any new legislation and/or Australian Standard requirements listed in the NSW Disability Services Act–1993 and the Commonwealth Disability Discrimination Act–1992 or the current Building Code of Australia.

### Economic or other factors affecting achievement of operational objectives

The residential market across New South Wales continued to grow throughout the year, with Sydney Olympic Park residential developments being all sold 'off the plan'. Sydney Olympic Park witnessed a slow down in the commercial office market during the period, with the commercial development currently under construction still seeking tenant interest.

Stages two and three of the Australia Towers residential development made substantial progress with stage two structure completed and stage three up to level 18 of 29. All units sold out within the period. Once complete the three-stage Australia Towers development will encompass more than 800 apartments in a mix of sizes and configurations.

General Property Trust commenced construction on a 13,000m<sup>2</sup> commercial office building at 3 Murray Rose Avenue, with completion scheduled for mid 2014. General Property Trust also lodged a development application with the Department of Planning and Environment for 4 Murray Rose Avenue, proposing to develop a six storey commercial office building with 2 levels of basement parking with a total lettable area of around 15,000 square metres.

FDC Construction & Fitout Pty Ltd lodged a development application with the Department of Planning and Environment for Site 8C (9 Murray Rose Avenue), located directly opposite Sydney Olympic Park Railway Station. FDC Construction & Fitout Pty Ltd propose to develop a six storey commercial office building with 2 levels of basement parking with a total lettable area of around 5,800 square metres.

Payce Communities Pty Ltd lodged a development application with the Department of Planning and Environment for the development site adjoining the Sydney Olympic Park ferry wharf. Payce Communities Pty Ltd propose to develop around 250 apartments over up to 9 levels with approximately 3,000 square metres of ground floor retail space

Development rights were granted to Meriton over Site 67 (100 Bennelong Parkway), located directly opposite Bicentennial Park. Meriton propose to develop a nine storey residential apartment building comprising around 350 apartments and a child care centre.

Development rights were granted to Ecove Group Pty Limited over Site 68 (corner of Australia Avenue and Bennelong Parkway). Ecove propose to develop a thirty storey residential apartment building comprising around 370 apartments and a child care centre.

### Electronic Service Delivery

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

The Authority's websites include:

- **[www.sydneyolympicpark.com.au](http://www.sydneyolympicpark.com.au)** — the main portal for Sydney Olympic Park;
- **[www.sopa.nsw.gov.au](http://www.sopa.nsw.gov.au)** — the main portal for the Sydney Olympic Park Authority
- **[www.aquaticcentre.com.au](http://www.aquaticcentre.com.au)** — the Sydney Olympic Park Aquatic Centre website;
- **[www.athleticcentre.com.au](http://www.athleticcentre.com.au)** — the Sydney Olympic Park Athletic Centre website;
- **[www.archerycentre.com.au](http://www.archerycentre.com.au)** — the Sydney Olympic Park Archery Centre website;
- **[www.sports-centre.com.au](http://www.sports-centre.com.au)** — the Sydney Olympic Park Sports Centre
- **[www.sportshalls.com.au](http://www.sportshalls.com.au)** — the Sydney Olympic Park Sports Halls
- **[www.hockeycentre.com.au](http://www.hockeycentre.com.au)** — Hockey Centre website; and
- **[www.monsterpark.com.au](http://www.monsterpark.com.au)** — the Sydney Olympic Park Monster Skatepark, Mountain X and BMX website.

The Authority's websites attracted 2,387,538 visits through the year, with the main Park website, [www.sydneyolympicpark.com.au](http://www.sydneyolympicpark.com.au) comprising the bulk of visitation, at 1,557,723 visits.

The Authority developed a mobile-friendly interactive map for the Sydney Olympic Park website to assist our customers finding their way to and around Sydney Olympic Park. The new map also provides a visual aid to help customers navigate around the Park, with road closures and changes to car parks displayed clearly.

'Print at home' car parking ticket technology is now available in P1, P2, P3, P4, P5 and P6 car parks, making it easier for customers to pre-book their parking and plan their visit to Sydney Olympic Park. Further improvements have been implemented to the online enrolment system for the Aquatic Centre's Swim School program, which has improved the customer experience.

Work commenced on updating the Business Event section of the website to help those planning their next conference, exhibition, business meeting or special event, with a view to optimise the design for mobile devices and provide a one-stop-shop to make research a lot easier for customers.

The Authority's social media presence continues to grow. Sydney Olympic Park's Facebook page attracting over 50,000 fans and the Monster Skatepark approximately 23,000 fans, while tThe Park's YouTube channel has attracted approximately 261,000 views during the period, with an emphasis on leisure activities available within the Park. The Sydney Olympic Park Twitter feed was further developed during the period to convey visitor and transport messages and has attracted 2500 followers, with plans underway to grow this number in the coming Financial Year.

The Authority also launched "It's a Park's Life" — a new blog which provides a behind the scenes look at the day-to-day running and development of the Park and allows customers to comment and interact with the Authority. A total of 61 articles were posted to the blog during the period, viewed by over 11,000 readers.

The Authority used a variety of short videos throughout the year to communicate complex messages during events, including special drop off zones for the One Direction and Justin Beiber concerts, changes to the local road network due to the V8 Supercars event and "car parks are full" messaging during the Royal Easter Show.

The Authority undertakes regular visitation

reports, surveys and feedback to identify the areas of further improvement, particularly for electronic service delivery.

## Obligations under the GIPA Act

### 1. Review of proactive release program — Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Our agency'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 eTenders website;
- Review and consolidation of documents available on the Authority's website; and
- Review of information that impacts on the public.

During the reporting period, we reviewed this program by:

- Reviewing informal access application process and types of information releasable without compromise of third party rights, quality of information being provided and completion time frames;
- Review of policies / procedures relating to the public that could be added to the Authority's website; and
- Review of existing information on the website

As a result of this review, we released the following information proactively:

#### Informal applications

In addition to one (1) application carried over from 2012/13, between 1 July 2013 and 30 June

2014 the Authority received 31 informal access applications. Of these:

- 14 applicants were granted full access;
- 2 applicants were granted access in part;
- 4 applicants were advised that the Authority did not hold the requested information;
- 7 applications were withdrawn;
- 1 applicant was advised the requested information was publicly available; and
- 4 applications were carried over to 2014/15.

#### Policy review

All of the Authority's policies were reviewed to assess for any changes required to the policies and procedures, relevance to the public and possible proactive release via the Authority's website. The review concluded that all policies relevant to the public were already available on the Authority's website.

#### Review of publicly available information

The Authority's ongoing review of documents resulted in a number being re-drafted to meet

accessibility guidelines and made available via the website. As a result and additional 63 information listings were added to the website for public access.

#### 2. Number of access applications received — Clause 7(b)

During the reporting period, our agency received a total of 3 (three) formal access applications, 2 (two were completed in the period 2012 / 2013, 1 (one) was carried over into the period 2013 / 2014.

#### 3. Number of refused applications for Schedule 1 information — Clause 7(c)

During the reporting period, our agency refused a total of 1 (one) access application under S60 (1) (c) the applicant has failed to pay an advance deposit that is payable in connection with the application.

#### 4. Statistical information about access applications — 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	0	0	0	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)	0	0	0	0	0	1	0	0
Members of the public (other)	1	0	0	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	1	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

**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	0

**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	1
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F:** Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	3

**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 ADT	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

## GIPA Impact

The impact on the Authority's activities and resources in meeting the requirements of the Act, as well as processing GIPA applications, continued to be significant during the reporting period. In the preceding financial year (2012/2013), the Authority received three (3) formal access applications and twenty one (21) informal applications under the GIPA Act.

Applications for information requested under the GIPA Act must be in writing. All formal applications are to be accompanied by an application fee of \$30.00.

Enquiries and applications should be referred to:

The Right to Information Coordinator  
 Sydney Olympic Park Authority  
 Level 1, 8 Australia Avenue  
 Sydney Olympic Park NSW 2127  
[gipa.privacy@sopa.nsw.gov.au](mailto:gipa.privacy@sopa.nsw.gov.au)

## Personal Information and Privacy Protection Act (PIPPA)

No applications for personal information, amendment of personal information or reviews were received in the financial year 2013/2014.

## Funds granted to non-government community organisations

During the 2013–14 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.

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## Human Resources

Employees working for the Authority were employed up to 30 June 2014 within the Office of Communities which is part of the Department of Education and Communities. From 1 July 2014 employees working within the Authority became part of the Office of Sport.

A new payroll system and employee leave portal was implemented resulting in significant ongoing annual savings.

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

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

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

The Authority rolled out refreshed organisational values following staff consultation. These values are underpinned by the public sector values and were used to inform elements of the 5 year corporate plan.

Employees completed the second biennial public sector 'People Matter Survey'. The Survey captured employees' views on, and experiences within, their workplace and how well they thought the public sector's values were applied within the Authority. Results will be available in the first quarter of 2014/2015.

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

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

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

## Recruitment and Training and Development

The Authority recruited for 27 positions during the year. Significant time and cost savings were achieved through the utilisation of the public sector e-Recruitment system.

A 2014–2016 organisational development plan was finalised covering key governance and policy areas.

Training courses on Influencing and Negotiation Skills, and Dealing with Difficult Situations and Behaviors were delivered. A number of operational staff undertook counter terrorism training. Staff also attended a variety of other training courses, seminars and conferences during the year, reflecting the occupational and functional diversity within the organisation.

Procurement training was provided across the organisation to support major amendments to procurement policy and processes arising out of the Authority's accreditation by the Department of Finance and Services as a Procurement 'accredited agency'.

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

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

## Industrial Relations

There were no industrial disputes during the year.

A new Sydney Olympic Park Authority Managed Sports Venues Award 2014 was finalised, and made by the Industrial Relations Commission. The Award provided a salary increase of 2.27% for 2014/2015.

A Salary Award increase of 2.27% for corporate office staff was in line with the Crown Employees (Public Sector – Salaries 2008) Award.

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

## Work Health and Safety

Nominations to serve on the Health and Safety Committee were sought from staff following the expiry of the term of sitting members. New Health and Safety Committee Representatives were provided with the necessary training to undertake their roles.

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

Enhanced management reporting arrangements were implemented to ensure key metrics were communicated and monitored.

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 arranged for on-site Influenza vaccinations for staff expressing an interest in

receiving the vaccination. The vaccination program is viewed as a preventive strategy to protect employee health, and minimize disruptions to the workplace through absenteeism.

First aid training was provided to staff as was training in the deployment and use of cardiac defibrillators which are strategically located within the Authority's offices and areas of responsibility.

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

The Authority's Staff Wellbeing Committee (comprising staff representatives from each area of the organisation) met regularly during the year. The Committee also revised the Wellbeing Charter in consultation with employees. 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 2014	
	Male	Female
Band 4 (Secretary)	0	0
Band 3 (Deputy Secretary)	1	0
Band 2 (Executive Director)	2	0
Band 1 (Director)	5	1
	8	1
Totals	9	

Band	Range	Average Remuneration
	\$	2014
Band 4 (Secretary)	422,501 – 488,100	N/A
Band 3 (Deputy Secretary)	299,751 - 422,500	380,000
Band 2 (Executive Director)	238,301 – 299,750	280,000
Band 1 (Director)	167,100 – 238,300	160,000*
		* salaries of transitional senior officers below that of Band 1

9.37% of the Authority's employee related expenditure in 2014 was related to senior executives, compared with 11.03% in 2013.

### Agreements with the Community Relations Commission

There were no agreements made with the Community Relations Commission during the 2013-14 period.

### Multicultural Policies and Services Program

During the reporting period the Authority formed part of the Department of Education and Communities and was in compliance with the Department's Multicultural Policies and Services Program. The Authority transitioned to the Office of Sport within the Department of Premier and Cabinet at the end of the reporting period.

### Workforce Diversity

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

- The Authority reviewed its Equal Employment Opportunity and Employment Adjustment for Persons with Disability policies.
- Women were sponsored to undertake the Drive Your Career, the Springboard Women's Development Program, and the Executive Development Program for Women
- 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.
- Rollout of larger computer monitors across the organization to assist visually impaired employees.
- Use of available technology to convert voice messages to files available through the email system thereby allowing for more flexible working arrangements.
- Continued representation of diversity groups on committees and working groups
- Opportunities for staff to host research projects involving overseas students part completing their studies in Australia.

### Initiatives proposed for 2014/2015

- Review of outcomes of the 2014 People Matter Survey and development of responses to address significant employee issues.
- Employee briefings and training on changed recruitment processes arising out of the Government Sector Employment Act 2013
- Opportunities to increase the representation of target groups, and to increase their participation in development programs, to be explored
- Review of organisational policies and procedures to ensure consistency with diversity and equity principles
- Access issues to be incorporated in organisational planning
- Continued provision of flexible working arrangements to balance organisational and individual needs
- Continuation of whole-of-organisation communication forums on a quarterly basis.

### Land disposal

Meriton acquired the development rights over the Authority-owned development site 67 located at 100 Bennelong Parkway. Meriton propose to develop around 350 apartments over 10 levels with 3 levels of basement parking.

Ecove Group acquired the development rights over the Authority-owned development site 68 located on the corner of Bennelong Parkway and Australia Avenue. Ecove propose to develop around 370 apartments over 30 levels with 3 levels of basement parking. The development includes a Authority-owned 80 place Child Care Centre.

### Legislative change

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

### Major capital works

During 2013–14, key capital works projects were undertaken throughout the Park. These delivered an important program of asset creation and replacement, resulting in significant improvements to the amenity of the parklands and key areas of infrastructure in the town centre.

Project	Cost \$
Asset replacement	2.802m
Minor works	2.047m
Asset works — Sport Venues	2.526m
Co-generation plant	1.617m
Murray Rose East road construction	2.379m
Developer funded infrastructure works	2.263m
<b>TOTAL</b>	<b>13.634m</b>

Official overseas visits undertaken by Sydney Olympic Park Authority employees

Two sport's venue staff member participated in an employee exchange program between Sydney Olympic Park Authority and Greenwich Leisure Limited based in London, for the period 24 July 2013 – 29 August 2013.

### Consumer Response

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

The Authority received approximately 300 suggestions, compliments and complaints from the general public during the reporting period. The main areas that featured in complaints include:

- Pre-book parking technology
- Traffic management during major events
- Noise management from major events
- Availability of parking at Blaxland Riverside Park
- Cleanliness of public areas and parklands

The Authority has reviewed its systems and has made improvements in response to the customer feedback, including:

- upgrades to pre-book parking and car park technology
- development of an interactive map to assist with navigating around the precinct and targeted communications relating to coming to a major event in the precinct
- improved communications and processes relating to noise management
- trialled a car park shuttle between P5 and Blaxland Riverside Park to assist customers and has commenced a review of the parking arrangements in this busy parklands precinct; and
- closely managed the new cleaning contract to ensure that contractual standards for cleaning in the public domain and parklands are maintained

## Payment performance indicators

### Trade creditors aged analysis at the end of each quarter

Quarter Ended	Current (within due date) \$'000	Less than 30 days overdue \$'000	Between 31 & 60 days overdue \$'000	Between 61 & 90 days overdue \$'000	More than 90 days overdue \$'000
At 30 September 2013	671	26	3	4	2
At 31 December 2013	697	71	17	1	0
At 31 March 2014	1,022	6	18	1	1
At 30 June 2014	21	0	0	0	0

### Trade creditors accounts paid on time within each quarter

Quarter Ended	Accounts paid on time target %	Accounts paid on time actual %	Amount paid on time \$'000	Total amount paid \$'000
At 30 September 2013	95	96%	22,012	22,593
At 31 December 2013	95	96%	14,510	14,545
At 31 March 2014	95	96%	23,870	24,527
At 30 June 2014	95	94%	38,326	39,287

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, General Manager Commercial & Corporate or the officer's supervisor.

No disclosures were reported during the reporting period.

## Publications

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

Throughout the 2013–14 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: [http://www.sopa.nsw.gov.au/resource\\_centre/publications](http://www.sopa.nsw.gov.au/resource_centre/publications)

## SES Staffing Profile

Band	As at 30 June 2014	
	Male	Female
Band 4 (Secretary)	0	0
Band 3 (Deputy Secretary)	1	0
Band 2 (Executive Director)	2	0
Band 1 (Director)	5	1
	8	1
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Band 1 (Director)	167,100 – 238,300	160,000*
		* salaries of transitional senior officers below that of Band 1

9.37% of the Authority's employee related expenditure in 2014 was related to senior executives, compared with 11.03% in 2013.

## Multicultural services program

Sydney Olympic Park Authority attaches high priority to the promotion of cultural diversity. Initiatives undertaken in this area during 2013–14 included:

- The Authority worked collaboratively with Auburn Council in staging Australia Day 2014 celebration. The celebrations featured food, music and performance contributions from a number of cultural groups.
- The Authority worked with the ethnic media on awareness campaigns to ensure the broad community had access to information and products offered at Sydney Olympic Park.
- The Authority ensures that local communities are informed on leisure, sporting, and cultural activities/events at Sydney Olympic Park through the 'What's On?' publication which has a subscription database of around 55,000 people.

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

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

### India-Australia Friendship Fair

The India-Australia Friendship Fair in August brought the best of Indian culture and flavour to Sydney Olympic Park. The celebrations at the Sydney Olympic Park Athletic Centre featured food, song and dance, VIPs and celebrities. The Fair lived up to its reputation as Australia's largest Indian cultural gathering.

### Boishaki Mela

Bengali New Year Celebrations 2014 were held in April at the Sydney Athletic Centre with some 70 food and arts and craft stalls, children's rides, and traditional Bengali music and dance performances. The event corresponded to the

beginning of a new century in the Bengali calendar. The festival, which has become an annual event, has grown to be the largest and most vibrant event for the Bengali community of Sydney. Over 12 000 people attended. 2014 Mela marked the ninth year the event has been held at Olympic Park. It was the last time it will be held at the Athletic Centre however, but organisers are hoping to find another place for it in Olympic Park, due to the strong ties the community have built to the place.

### EID Prayers

Members of the community from the Belmore Islamic Centre came to Olympic Park for prayers at the end of Ramadan in August and October. These prayers mark a significant time in the Islamic calendar and are traditionally said in the outdoors.

### Deepavali

The Hindu Festival of Lights returned to Sydney Olympic Park after an absence of several years. The festival was held at the Sydney Olympic Park Athletic Centre on Saturday 26 October 2013 and attracted thousands of members of the Australian Hindu community.

### Future plans

The Authority will continue to seek and support:

- the staging of major ethnic community events, festivals and celebrations within the Park, despite the directive that these events can no longer be held in the Athletic Centre;
- continued engagement of the local and ethnic community and use of the ethnic media; and
- the staging of an Australia Day 2014 event in partnership with Auburn Council which celebrates the diversity of the local community.

## Risk Management

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

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

The ERM framework has been updated to ensure it is in line with the requirements of the Internal Audit and Risk Management Policy for NSW Treasury (TPP 09-05).

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

As Sydney Olympic Park has grown, its risk profile has changed as the use of the Park has developed into a township and business centre as well as enhancements to its parklands and sporting and recreational venues. The ERM is regularly reviewed and updated to ensure that it addresses any changes in the risk profile.

### Insurance

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

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

## Internal Audit and Risk Management Statement for the 2013–14 Financial Year for Sydney Olympic Park Authority

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

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

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

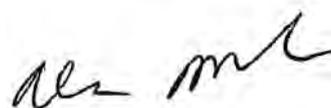
The Chair and Members of the Audit Risk and Compliance Committee are:

- John Coates AC, Independent Chair (1/8/08 to 31/7/16)
- Liz Ellis AM, Independent Member (11/12/08 to 10/12/16)
- David Baffsky AO, Independent Member (17/12/09 to 16/12/17).
- Greg Fletcher, Independent Member (1/9/11 to 31/8/19)
- Jill Davies, Independent Member (11/12/12 to 10/12/20)

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

- Sydney Olympic Park Authority

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



**Alan Marsh**

Chief Executive Officer

31 October 2014

## 5. Parliamentary Annual Report Tables

### Trends in the Representation of EEO Groups

EEO Group	Benchmark/Target	2012	2013	2014
Women	50%	41.4%	42.9%	46.4%
Aboriginal People and Torres Strait Islanders	2.6%	0.6%	0.5%	0.0%
People whose First Language Spoken as a Child was not English	19.0%	16.5%	11.0%	13.6%
People with a Disability	N/A	2.5%	1.3%	0.5%
People with a Disability Requiring Work-Related Adjustment	1.5%	0.0%	0.0%	0.0%

### Trends in the Distribution of EEO Groups

EEO Group	Benchmark/Target	2012	2013	2014
Women	100	91	90	84
Aboriginal People and Torres Strait Islanders	100	N/A	N/A	N/A
People whose First Language Spoken as a Child was not English	100	104	113	118
People with a Disability	100	N/A	N/A	N/A
People with a Disability Requiring Work-Related Adjustment	100	N/A	N/A	N/A

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

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

## Waste reduction and purchasing policy

Sydney Olympic Park Authority's Waste Reduction and Purchasing Plan (WRAPP) sets out how the Authority will reduce waste in four key areas – paper products, office equipment and components, vegetation material, and construction and demolition material – as identified in the NSW Government Sustainability Policy. For further information, see the State of Environment Report within this publication.

Financial  
Statements

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**SYDNEY OLYMPIC PARK AUTHORITY**  
**Financial Statements for the Year Ended 30 June 2014**

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 2014 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 2010, 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.



J Coates AC  
**Director**  
17 September 2014



A Marsh  
**Chief Executive Officer**  
17 September 2014



## INDEPENDENT AUDITOR'S REPORT

### Sydney Olympic Park Authority

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Sydney Olympic Park Authority (the Authority), which comprise the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Authority as at 30 June 2014, 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* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

### The Board's Responsibility for the Financial Statements

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

### Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the members of the Board, as well as evaluating the overall presentation of the financial statements.

### Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by the possibility of losing clients or income.

Scott Stanton  
Assistant Auditor-General

19 September 2014  
SYDNEY

**SYDNEY OLYMPIC PARK AUTHORITY**  
**Statement of comprehensive income for the year ended 30 June 2014**

	Notes	Actual 2014 \$'000	Budget 2014 \$'000	Actual 2013 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Personnel services	2(a)	25,682	26,515	24,757
Other operating expenses	2(b)	56,270	54,756	49,588
Depreciation and amortisation	2(c)	58,819	56,273	54,171
<b>Total Expenses excluding losses</b>		<b>140,771</b>	<b>137,544</b>	<b>128,516</b>
<b>Revenue</b>				
Asset sale proceeds transferred to the Crown Entity		(1,769)	(1,769)	(8,368)
Sale of goods and services	3(a)	42,182	36,535	53,079
Investment revenue	3(b)	10,459	9,013	10,896
Retained taxes, fees and fines	3(c)	939	545	775
Grants and contributions	3(d)	38,565	39,513	39,408
Other revenue	3(e)	3,376	3,477	3,339
<b>Total Revenue</b>		<b>93,752</b>	<b>87,314</b>	<b>99,129</b>
<b>Gain/(loss) on disposal</b>	4	3,068	3,823	6
<b>Other gains/(losses)</b>	5	31,944	31,942	25,117
<b>Net result</b>	21	<b>(12,007)</b>	<b>(14,465)</b>	<b>(4,264)</b>
<b>Other comprehensive income</b>				
<i>Items that will not be reclassified to net result</i>				
Net increase/(decrease) in property, plant and equipment asset revaluation surplus	11	129,535	-	61,285
<b>Total other comprehensive income</b>		<b>129,535</b>	<b>-</b>	<b>61,285</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>117,528</b>	<b>(14,465)</b>	<b>57,021</b>

The accompanying notes form part of these statements.

# SYDNEY OLYMPIC PARK AUTHORITY

Statement of financial position as at 30 June 2014

	Notes	Actual 2014 \$'000	Budget 2014 \$'000	Actual 2013 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	7	73,396	53,572	69,029
Receivables	8	9,364	7,661	8,339
Inventories	9(a)	72	125	95
Prepayments	13(a)	6,781	6,781	6,781
<b>Total Current Assets</b>		<b>89,613</b>	<b>68,139</b>	<b>84,244</b>
<b>Non-Current Assets</b>				
Inventories	9(b)	868	868	868
Prepayments	13(a)	105,694	105,694	112,475
Other financial assets	10	-	-	-
Property, plant and equipment				
-Land and buildings		1,071,994	1,033,710	1,044,607
-Plant and equipment		53,267	48,927	56,294
-Infrastructure systems		376,518	304,621	314,332
<b>Total property, plant and equipment</b>	11	<b>1,501,779</b>	<b>1,387,258</b>	<b>1,415,233</b>
Right to receive	13(b)	332,457	332,456	300,515
<b>Total Non-Current Assets</b>		<b>1,940,798</b>	<b>1,826,276</b>	<b>1,829,091</b>
<b>Total Assets</b>		<b>2,030,411</b>	<b>1,894,415</b>	<b>1,913,335</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	15	7,298	3,610	6,957
Provisions	16	2,507	3,308	2,482
Other	17(a)	11,088	2,723	11,888
<b>Total Current Liabilities</b>		<b>20,893</b>	<b>9,641</b>	<b>21,327</b>
<b>Non-Current Liabilities</b>				
Provisions	16	36	-	34
Other	17(b)	1,697	1,729	1,717
<b>Total Non-Current Liabilities</b>		<b>1,733</b>	<b>1,729</b>	<b>1,751</b>
<b>Total Liabilities</b>		<b>22,626</b>	<b>11,370</b>	<b>23,078</b>
<b>Net Assets</b>		<b>2,007,785</b>	<b>1,883,045</b>	<b>1,890,257</b>
<b>EQUITY</b>				
Reserves		810,522	699,588	686,297
Accumulated funds		1,197,263	1,183,457	1,203,960
<b>Total Equity</b>		<b>2,007,785</b>	<b>1,883,045</b>	<b>1,890,257</b>

The accompanying notes form part of these statements.

# Sydney Olympic Park Authority

## Statement of changes in equity for the year ended 30 June 2014

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
<b>Balance as at 1 July 2013</b>		1,203,960	686,297	1,890,257
<b>Net result for the year</b>		(12,007)	-	(12,007)
<b>Other comprehensive income</b>				
Net increase/(decrease) on revaluation of:				
Land and buildings	11	-	43,529	43,529
Infrastructure	11	-	84,819	84,819
Plant and equipment	11	-	1,187	1,187
<b>Total net increase in revaluation of assets</b>		-	129,535	129,535
Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement		5,310	(5,310)	-
<b>Total other comprehensive income</b>		5,310	124,225	129,535
<b>Total comprehensive income for the year</b>		(6,697)	124,225	117,528
<b>Balance at 30 June 2014</b>		<b>1,197,263</b>	<b>810,522</b>	<b>2,007,785</b>
<b>Balance as at 1 July 2012</b>		1,208,224	625,012	1,833,236
<b>Net result for the year</b>		(4,264)	-	(4,264)
<b>Other comprehensive income</b>				
Net increase/(decrease) on revaluation of:				
Land and buildings	11	-	48,735	48,735
Infrastructure	11	-	4,348	4,348
Plant and equipment	11	-	8,202	8,202
<b>Total net increase in revaluation of assets</b>		-	61,285	61,285
Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement		-	-	-
<b>Total other comprehensive income</b>		-	61,285	61,285
<b>Total comprehensive income for the year</b>		(4,264)	61,285	57,021
<b>Transactions with Owners In their capacity as Owners</b>				
<b>Balance at 30 June 2013</b>		<b>1,203,960</b>	<b>686,297</b>	<b>1,890,257</b>

The accompanying notes form part of these statements.

# SYDNEY OLYMPIC PARK AUTHORITY

## Statement of cash flows for the Year Ended 30 June 2014

	Notes	Actual 2014 \$'000	Budget 2014 \$'000	Actual 2013 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Personnel services		(24,268)	(26,515)	(23,755)
Other		(65,815)	(70,698)	(60,331)
<b>Total Payments</b>		<b>(90,083)</b>	<b>(97,213)</b>	<b>(84,086)</b>
<b>Receipts</b>				
Asset sale proceeds transferred to the Crown Entity		(1,769)	(1,769)	(8,368)
Sale of goods and services		50,587	43,993	61,804
Retained taxes, fees and fines		939	545	775
Interest received		2,058	1,500	2,154
Grants and contributions		37,835	39,513	39,408
Other		9,475	11,788	15,290
<b>Total Receipts</b>		<b>99,125</b>	<b>95,570</b>	<b>111,063</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	21	<b>9,042</b>	<b>(1,643)</b>	<b>26,977</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems	4	8,384	13,885	6
Purchases of land and buildings, plant and equipment and infrastructure systems		(13,059)	(16,583)	(12,256)
Other		-	-	-
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(4,675)</b>	<b>(2,698)</b>	<b>(12,250)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>4,367</b>	<b>(4,341)</b>	<b>14,727</b>
Opening cash and cash equivalents		69,029	57,913	54,302
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	7	<b>73,396</b>	<b>53,572</b>	<b>69,029</b>

The accompanying notes form part of these statements.

# SYDNEY OLYMPIC PARK AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Reporting Entity

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

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

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

Pursuant to Public Sector Employment and Management (Departments) Order 2011 which was effective from 4 April 2011, Sydney Olympic Park Authority is a reporting entity under Department of Education and Communities.

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

These financial statements have been authorised for issue by the Board on 17 September 2014.

#### (b) Basis of Preparation

The Authority's financial statements are general purpose financial statements which have been prepared on 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 2010* and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

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

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

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

**(c) Statement of Compliance**

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

**(d) Insurance**

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

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

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

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

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

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

**(f) Income Recognition**

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

*(i) Grants and Contributions*

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

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

*(ii) Sale of Goods*

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

*(iii) Rendering of Services*

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

(iv) *Investment Revenue*

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

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

**(g) Personnel Services and Other Provisions**

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

The *NSW Government Agency Amalgamation Administration Order* in 2011 has provided for the legal establishment of the new super Departments and the transfer of staff and functions to these entities. The staff previously employed by the Office of Sydney Olympic Park Authority, Sydney Olympic Park Authority Aquatic and Athletic Centre Division and State Sports Centre Trust Division are now employed by Department of Education and Communities as per the new Administrative Order effective from 4 April 2011. All employee costs are shown as Personnel Services provided by Department of Education and Communities.

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) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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

(ii) *Long Service Leave and Superannuation*

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 14/04) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

*(iii) Consequential on-costs*

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

*(iv) Other Provisions*

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

Any provisions for restructuring are recognised only when the Authority has a detailed formal plan and the Authority has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at the government bonds rate (3.73%), which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

**(h) Assets**

*(i) Acquisitions of Assets*

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

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

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

*(ii) Capitalisation Thresholds*

Property, plant and equipment assets costing \$10,000 and above individually are capitalised.

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

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

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

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

The Authority revalues each class of property, plant and equipment at least 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. The Authority has completed its full revaluation on land and building and associated plant & equipment assets as at 1 July 2012, which was carried out by Land and Property Information, as part of the fair value assessments per AASB 116 *Property, Plant and Equipment*. The previous full revaluation for land and buildings and associated plant and equipment was completed as at 30 June 2008. The Authority has also completed full revaluation on infrastructure system assets as at 1 July 2013 by the Department of Financial Services (formerly Department of Commerce) in accordance with AASB 13 *Fair Value Measurement* and TPP 14-01 *Valuation of Physical Non-Current Assets at Fair Value Guidelines Paper*. The last full revaluation for infrastructure system assets was completed as at 1 July 2008.

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

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

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

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

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

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

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

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

*(iv) Impairment of Property, Plant and Equipment*

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

*(v) Depreciation of Property, Plant and Equipment*

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

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

Land is not a depreciable asset.

Depreciation rates for these asset categories are:

• buildings including facilities and sporting venues	1.3% - 20% per annum
• computer equipment	25% - 33% per annum
• office equipment	20% per annum
• leasehold improvements	period of lease
• infrastructure	2% - 33% per annum
• other plant and equipment	2% - 20% per annum

*(vi) Land Under Roads*

Land under roads are recognised at existing use fair value in accordance with AASB 1051 *Land under Roads* and TC 10/07.

(vii) *Other Assets*

Other assets are generally recognised at historic cost basis.

(viii) *Maintenance*

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

(ix) *Leased Assets*

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

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

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

As per TPP 11-01 *Lessor classification of long-term land leases* effective from 1 July 2010, the Authority has reviewed all unexpired long-term land leases as at 1 July 2010 and has reclassified the leases in accordance with the policy. All prepaid long term land lease payments balances in the deferred revenue liability were transferred to retained earnings as at the beginning of the comparative year (2009-10). Amortisation of the deferred revenue liability was ceased as at that date and the comparative year's revenue was adjusted accordingly. This policy is applied retrospectively.

(x) *Loans and Receivables*

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

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

(xi) *Inventories*

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

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

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

*(xii) Investments*

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

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

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

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

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

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

*(xiii) Impairment of Financial Assets*

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

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

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

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

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

*(xv) Major Repairs Funds*

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

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

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

*(xvi) Privately Financed Projects*

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

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

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

## **(i) Equity Transfers**

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

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

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

## **(j) Liabilities**

### *(i) Payables*

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

## **(k) Fair value hierarchy**

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

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

**(l) Budgeted Amounts**

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

**(m) Equity and reserves**

**(i) Asset Revaluation Surplus**

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

**(ii) Accumulated Funds**

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

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

**(n) Comparative Information**

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

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

**(i) Effective for the first time in 2013-14**

The accounting policies applied in 2013-14 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2013-14. The impact of these Standards in the period of initial application includes additional disclosure requirements as required in accordance with AASB 108.28.

- AASB 13 Fair Value Measurements
- AASB 119 Employee Benefits

**(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, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 12 (NFP) Disclosure of Interests in Other Entities (NFP entities only)
- AASB 127 (NFP) Separate Financial Statements (NFP entities only)
- AASB 1031 Materiality
- AASB 1055 and AASB 2013-1 regarding budgetary reporting
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2013-3 Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets
- AASB 2013-4 regarding financial instruments – Novation of Derivatives and Continuation of Hedge Accounting
- AASB 2013-5 regarding accounting for Investment Entities
- AASB 2013-6 regarding Reduced Disclosure Requirements
- AASB 2013-8 regarding Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities
- AASB 2013-9 regarding the Conceptual Framework, Materiality and Financial Instruments (Parts B and C).

	Notes	2014 \$'000	2013 \$'000
<b>2. EXPENSES EXCLUDING LOSSES</b>			
<b>(a) Personnel services</b>			
Personnel services		25,682	24,757
		<u>25,682</u>	<u>24,757</u>
<b>(b) Other Operating Expenses</b>			
Auditors' remuneration - audit of the financial statements		143	121
Cost of sales		71	1,342
Asset management		4,672	4,361
Operating lease rental expense - minimum lease payments		945	962
Administration		2,533	2,616
Advertising and promotion		2,393	2,806
Activity and entertainment		1,854	1,756
Maintenance		21,602	15,038
Insurance		1,029	1,078
Site Services		11,528	10,747
Utilities		6,155	5,666
Information technology		1,053	693
Other		2,292	2,402
		<u>56,270</u>	<u>49,588</u>
<i>Reconciliation - Total maintenance</i>			
Maintenance expense - contracted labour and other (non-employee related), as above		21,602	15,038
Personnel services related maintenance expense included in Note 2(a)		2,586	2,239
Total maintenance expenses included in Note 2(b)		<u>24,188</u>	<u>17,277</u>
<b>(c) Depreciation and Amortisation Expenses</b>			
Depreciation			
Buildings	11	12,739	11,450
Plant and equipment	11	7,452	6,651
Infrastructure systems	11	31,847	29,289
		<u>52,038</u>	<u>47,390</u>
Amortisation			
Amortisation - Prepayments		6,781	6,781
		<u>58,819</u>	<u>54,171</u>

	Notes	2014 \$'000	2013 \$'000
<b>3. REVENUE</b>			
<b>(a) Sale of Goods and Services</b>			
Estate levies		4,358	4,268
Car parking		19,855	15,329
Aquatic and Athletic Centres income		12,528	12,309
Sale of Site 3		-	15,772
Retail Shop income		817	1,387
WRAMS Water Sales		1,927	1,712
Other		2,697	2,302
		<u><b>42,182</b></u>	<u><b>53,079</b></u>
<b>(b) Investment Revenue</b>			
Interest on bank		984	847
Interest on advances		3,970	3,582
Allowance for impairment - advance receivables	10	(3,970)	(3,582)
Interest on TCorp Hour Glass cash facility		1,181	1,226
Rents		8,294	8,823
		<u><b>10,459</b></u>	<u><b>10,896</b></u>
<b>(c) Retained Taxes, Fees and Fines</b>			
Parking infringements		<u><b>939</b></u>	<u><b>775</b></u>
<b>(d) Grants and Contributions</b>			
Recurrent grant		27,922	29,270
Capital grant		6,803	6,803
Developer contributions		3,839	3,335
Other Grant		1	-
		<u><b>38,565</b></u>	<u><b>39,408</b></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>			
<b>(e) Other Revenue</b>			
Resources free of charge		1,222	947
Sponsorships and contributions		1,337	1,175
Project delivery service income		44	36
Energy costs recovery		-	1
Site 13 premium forfeiture		-	450
Other		773	730
		<u><b>3,376</b></u>	<u><b>3,339</b></u>

	Notes	2014 \$'000	2013 \$'000
<b>4. GAIN/(LOSS) ON DISPOSAL</b>			
Gain/(loss) on disposal of land			
Proceeds from disposal		8,383	-
Written down value of assets disposed	11	<u>(5,310)</u>	<u>-</u>
Net gain/(loss) on disposal of land		<u><b>3,073</b></u>	<u><b>-</b></u>
Gain/(loss) on disposal of plant and equipment			
Proceeds from disposal		1	6
Written down value of assets disposed	11	<u>(6)</u>	<u>-</u>
Net gain/(loss) on disposal of plant and equipment		<u><b>(5)</b></u>	<u><b>6</b></u>
Total Gain/(loss) on disposal		<u><b>3,068</b></u>	<u><b>6</b></u>
<b>5. OTHER GAIN/(LOSS)</b>			
Right to receive	13(b)	31,942	25,119
Allowance for impairment - receivables other		<u>2</u>	<u>(2)</u>
Total Other Gain/(loss)		<u><b>31,944</b></u>	<u><b>25,117</b></u>

#### 6. SERVICE GROUP/ACTIVITIES OF THE AUTHORITY

##### (a) Service Group - Precinct Management and Development

###### Objective:

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

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

###### Description:

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

##### (b) Service Group Statement – Expenses and Revenues

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

	Notes	2014 \$'000	2013 \$'000
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**7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS**

Cash at bank and on hand		35,264	29,937
TCorp Hour-Glass cash facility		38,132	39,092
	22	<u>73,396</u>	<u>69,029</u>

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

Cash and cash equivalents (per Statement of financial position)		<u>73,396</u>	<u>69,029</u>
Closing cash and cash equivalents (per Statement of cash flows)		<u>73,396</u>	<u>69,029</u>

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

**8. CURRENT ASSETS - RECEIVABLES**

**Current Receivables**

Trade Debtors		2,005	2,308
Less: Allowance for impairment		0	(2)
Interest receivable		543	437
GST receivable		1,467	808
Prepayments		350	540
Accrued income		4,456	3,752
Other		543	496
		<u>9,364</u>	<u>8,339</u>

**Movement in the allowance for impairment**

Balance at 1 July		2	-
Amounts recovered during the year		-	-
Amounts written off during the year		(1)	(1)
Increase/(decrease) in allowance recognised in profit or loss		(1)	3
Balance at 30 June		<u>-</u>	<u>2</u>

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

	Notes	2014 \$'000	2013 \$'000
<b>9. CURRENT/NON CURRENT ASSETS - INVENTORIES</b>			
<b>(a) Current Inventories - held for resale</b>			
Stock at cost		72	95
		<u>72</u>	<u>95</u>
<b>(b) Non Current Inventories - held for resale</b>			
Land Inventory - Acquisition		245	245
- Development		623	623
Land inventory at cost		<u>868</u>	<u>868</u>
<b>10. NON CURRENT ASSETS - OTHER FINANCIAL ASSETS</b>			
Advances receivable - OCA Loans		12,000	12,000
Interest on advances		29,300	25,330
	22	<u>41,300</u>	<u>37,330</u>
Less: Allowance for impairment	22	<u>(41,300)</u>	<u>(37,330)</u>
		<u>-</u>	<u>-</u>
<b>Movement in the allowance for impairment</b>			
Balance at 1 July		37,330	33,748
Increase/(decrease) in allowance recognised in profit or loss	3(b)	3,970	3,582
Balance at 30 June		<u>41,300</u>	<u>37,330</u>

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

## 11. NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land and Notes Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Asset Under Construction \$'000	Total \$'000
<b>2014</b>					
<b>At 1 July 2013 - fair value</b>					
Gross carrying amount	1,224,764	128,009	701,070	8,652	2,062,495
Accumulated depreciation and impairment	(180,157)	(71,715)	(395,390)	-	(647,262)
Net Carrying Amount	<u>1,044,607</u>	<u>56,294</u>	<u>305,680</u>	<u>8,652</u>	<u>1,415,233</u>
<b>At 30 June 2014 - fair value</b>					
Gross carrying amount	1,270,382	134,483	823,170	10,492	2,238,527
Accumulated depreciation and impairment	(198,388)	(81,216)	(457,144)	-	(736,748)
Net Carrying Amount	<u>1,071,994</u>	<u>53,267</u>	<u>366,026</u>	<u>10,492</u>	<u>1,501,779</u>

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.

<b>Year ended 30 June 2014</b>					
Net carrying amount at start of year	1,044,607	56,294	305,680	8,652	1,415,233
Additions	-	-	-	13,635	13,635
Transfer from asset under construction	1,177	3,244	7,374	(11,795)	-
Land transferred in from Non owner contribution	730	-	-	-	730
Disposals	4 (5,310)	(6)	-	-	(5,316)
Net revaluation increment less revaluation decrements	43,529	1,187	84,819	-	129,535
Depreciation expense	2(c) (12,739)	(7,452)	(31,847)	-	(52,038)
Net carrying amount at end of year	<u>1,071,994</u>	<u>53,267</u>	<u>366,026</u>	<u>10,492</u>	<u>1,501,779</u>

<b>2013</b>					
<b>At 1 July 2012 - fair value</b>					
Gross carrying amount	1,189,687	123,874	684,375	10,987	2,008,923
Accumulated depreciation and impairment	(185,191)	(71,372)	(360,465)	-	(617,028)
Net Carrying Amount	<u>1,004,496</u>	<u>52,502</u>	<u>323,910</u>	<u>10,987</u>	<u>1,391,895</u>
<b>At 30 June 2013 - fair value</b>					
Gross carrying amount	1,224,764	128,009	701,070	8,652	2,062,495
Accumulated depreciation and impairment	(180,157)	(71,715)	(395,390)	-	(647,262)
Net Carrying Amount	<u>1,044,607</u>	<u>56,294</u>	<u>305,680</u>	<u>8,652</u>	<u>1,415,233</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.

<b>Year ended 30 June 2013</b>					
Net carrying amount at start of year	1,004,496	52,502	323,910	10,987	1,391,895
Additions	-	-	-	9,443	9,443
Transfer from asset under construction	2,640	2,715	6,423	(11,778)	-
Transfers	186	(474)	288	-	-
Net revaluation increment less revaluation decrements	48,735	8,202	4,348	-	61,285
Depreciation expense	2(c) (11,450)	(6,651)	(29,289)	-	(47,390)
Net carrying amount at end of year	<u>1,044,607</u>	<u>56,294</u>	<u>305,680</u>	<u>8,652</u>	<u>1,415,233</u>

## 12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

### (a) Fair value hierarchy

2014

	Level 1	Level 2	Level 3	Total fair value *
<b>Recurring</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Property, plant and equipment (note 11)</b>				
Land & buildings	-	709,236	362,758	1,071,994
Plant & equipment	-	-	47,728	47,728
Infrastructure systems	-	-	366,026	366,026
	<u>-</u>	<u>709,236</u>	<u>776,512</u>	<u>1,485,748</u>

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 - 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.

#### Building - level 3

Buildings are mostly specialised buildings with unobservable input hierarchy due to lack of market evidence. Depreciated replacement cost (DRC) was used to value the assets. When DRC is used, they are classified as level 3 input. With non-specialised buildings, it is likely to be assessed at level 2 or 3 of fair value hierarchy, depending on market conditions. If an observable input requires an adjustment using an unobservable input and that adjustment results in a significantly higher or lower fair value measurement, the resulting measurement would be categorised within level 3 of the fair value hierarchy. As DRC was used as basis of valuation for specialised buildings, they are classified as level 3 input.

#### Plant & equipment - level 3

Plant & equipment that are non specialised assets with short useful lives, the depreciated historical cost is used as surrogate for fair value. They are not subject to fair value disclosure as they are measured using depreciated historical cost. Plant & equipment which form 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 its specialised nature.

#### Infrastructure systems - level 3

Infrastructure system assets are measured using DRC approach due to lack of market evidence for their specialised nature. All infrastructure assets are classified as level 3 input.

#### Level 3 measurement additional disclosure

Due to its uniqueness, specialised nature of these assets, valuers have applied cost approach using depreciated replacement costs method. Most of these assets do not generally have an active market to determine the fair values. With lack of market evidence, there's not significant changes to unobservable inputs which would allow its classification to change from level 3 to level 1 or 2.

(c) Reconciliation of recurring Level 3 fair value measurements

2014	Level 3			Total
	Buildings	Plant &	Infrastrure	Recurring
	\$'000	Equipment	Systems	Level 3
	\$'000	\$'000	\$'000	Fair value
Fair value as at 1 July 2013	364,816	50,204	305,680	720,700
Additions	1,177	2,685	7,374	11,236
Revaluation increment/(decrements)	9,504	1,061	84,819	95,384
recognised in other comprehensive income -	-	-	-	-
included in line item/Net increase/(decrease)	-	-	-	-
in property, plant and equipment revaluation	-	-	-	-
surplus	-	-	-	-
Disposals	-	-	-	-
Depreciation	(12,739)	(6,222)	(31,847)	(50,808)
Fair value as at 30 June 2014	<u>362,758</u>	<u>47,728</u>	<u>366,026</u>	<u>776,512</u>

\* Total fair value disclosure does not include asset under construction of \$10.4m and plant & equipment assets of \$5.5m that are valued at historical depreciated cost.

	Notes	2014 \$'000	2013 \$'000
<b>13. PRIVATELY FINANCED PROJECTS</b>			
<b>(a) Prepayments - ANZ Stadium and Allphones Arena</b>			
Prepayments (current)		6,781	6,781
Prepayments (non current)		105,694	112,475
	1(h)	<u>112,475</u>	<u>119,256</u>

<b>(b) Right to receive - ANZ Stadium and Allphones Arena</b>			
Carrying amount at 1 July		300,515	275,396
Gain/(loss) for the year	5	31,942	25,119
Carrying amount at 30 June	1(h)	<u>332,457</u>	<u>300,515</u>

#### 14. RESTRICTED ASSETS

Major repairs fund – Royal Agricultural Society		7,496	11,896
Major repairs fund – Sydney Olympic Park Sports Venues		2,977	3,253
Developer contributions and proceeds of development right		27,659	23,943
		<u>38,132</u>	<u>39,092</u>

#### 15. CURRENT LIABILITIES – PAYABLES

Creditors and accrued expenses		6,374	6,220
Accrued personnel services	16	924	737
		<u>7,298</u>	<u>6,957</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 22.

#### 16. CURRENT/NON CURRENT LIABILITIES - PROVISIONS

<b>Provisions</b>			
Personnel services - current		2,507	2,482
Personnel services - non current		36	34
		<u>2,543</u>	<u>2,516</u>

#### Aggregate Personnel Services Costs

Personnel services - current		2,507	2,482
Personnel services - non current		36	34
Accrued personnel services	15	924	737
		<u>3,467</u>	<u>3,253</u>

	Notes	2014 \$'000	2013 \$'000
<b>17. CURRENT/NON CURRENT LIABILITIES - OTHER</b>			
<b>(a) Current Liabilities - Other</b>			
Security deposits	22	538	377
Deferred long term lease income	1(h)	20	20
Unearned revenue		9,879	10,689
Other		651	802
		<u>11,088</u>	<u>11,888</u>
<b>(b) Non Current Liabilities - Other</b>			
Deferred long term lease income	1(h)	<u>1,697</u>	<u>1,717</u>

## 18. COMMITMENTS FOR EXPENDITURE

### (a) Capital Commitments

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

Not later than one year	<u>1,074</u>	<u>115</u>
<b>Total (including GST)</b>	<u>1,074</u>	<u>115</u>

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

Not later than one year	<u>811</u>	<u>387</u>
<b>Total (including GST)</b>	<u>811</u>	<u>387</u>

	Notes	2014 \$'000	2013 \$'000
<b>(b) Operating Lease Commitments</b>			
Future non-cancellable operating lease rentals not provided for and payable:			
Not later than one year		1,067	1,081
Later than one year and not later than 5 years		1,911	2,905
Later than 5 years		-	-
<b>Total (including GST)</b>		<b><u>2,978</u></b>	<b><u>3,986</u></b>

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

The total expenditure commitments above include input tax credits of \$442,000 (\$737,000 in 2013) which are expected to be recovered from the Australian Taxation Office.

## 19. OPERATING LEASE RECEIVABLES

### (a) Operating Lease Receivables

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

Not later than one year	3,661	3,900
Later than one year and not later than 5 years	8,773	9,511
Later than 5 years	18,166	18,574
<b>Total (including GST)</b>	<b><u>30,600</u></b>	<b><u>31,985</u></b>

Operating leases receivables relate to various rental agreements. These are entered into at market rates and on commercial terms. Regular market reviews and tendering processes are carried out to ensure commercial arrangements are maintained. The total operating lease receivables above include input tax credits of \$2,782,000 ( \$2,908,000 in 2013) which are expected to be payable to the Australian Taxation Office.

### (b) Contingent rents recognised as income

Contingent rents recognised as income for the period	<b><u>1,339</u></b>	<b><u>1,335</u></b>
--	---------------------	---------------------

The turnover rent is receivable in arrears.

## **20. BUDGET REVIEW**

### **(a) Net Result**

The actual net result was \$2.5 million better than budget. The main variances were:

- \* higher other operating expenses of \$1.5 million mainly in maintenance expenditure.
- \* higher depreciation and amortisation expenditure of \$2.5 million resulting from the infrastructure asset valuation in 2013-14 and incremental adjustments for infrastructure and land and buildings.
- \* higher sale of goods and services of \$5.6 million is mainly additional car parking revenue reflecting increased number of events.
- \* higher investment revenue of \$1.4 million mainly resulting from higher interest income due to higher cash balances.

### **(b) Assets and Liabilities**

Total assets were \$136.0 million above budget. The material variances are:

- \* higher cash balances of \$19.8 million is due to the better than predicted operating result and the receipt of premium monies for Site 68.
- \* higher land and buildings value of \$38.3 million resulting mainly from the recent incremental valuation adjustment to land and buildings.
- \* higher infrastructure value of \$71.9 million resulting mainly from the recent valuation.

Total liabilities were above budget by \$11.3 million. The material variances were:

- \* Payables mainly includes \$3.7 million in higher accruals resulting from late receipt of invoices.
- \* higher other liabilities of \$8.4 million is an increase in unearned income for initial instalment of developer premiums.

**(c) Cash Flows**

Net cash flows from operating activities were \$10.7 million above budget. The material variances were:

- \* personnel services expenditure decrease of \$2.2 million relates mainly to lower long service leave entitlements assumed by the Crown Entity and associated on-costs.
- \* lower operating payments of \$4.9 million relates mainly to higher value in accruals.
- \* higher sale of goods and services of \$6.6 million is mainly additional car parking revenue reflecting increased number of events.
- \* lower grants and contributions of \$1.7 million is the delay in the receipt of developer contributions.
- \* lower other income of \$2.3 million is mainly lower GST refunds from the ATO.

	<b>Notes</b>	<b>2014</b>	<b>2013</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>21. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT</b>			
<b>Net Cash Used on Operating Activities</b>		9,042	26,977
Depreciation and amortisation	2(c)	(58,819)	(54,171)
Impairment of receivables	8	-	2
Net gain/(loss) on disposal	4	3,068	6
Other gain/(loss)	5	31,944	25,117
Private sector non cash contributions		730	-
Increase/(decrease) in cost of sales		-	(936)
Increase/(decrease) in receivables		1,076	(186)
Decrease/(increase) in payables		77	741
Decrease/(increase) in personnel services provisions		117	(198)
Decrease/(increase) in other current liabilities		738	(1,636)
Decrease/(increase) in prepaid long term leases		20	20
<b>Net Result</b>		<b>(12,007)</b>	<b>(4,264)</b>

## 22. FINANCIAL INSTRUMENTS

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

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

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

Category	Notes	Carrying amount	Carrying amount
		2014 \$'000	2013 \$'000
<b>(a) Financial Instrument Category</b>			
<b>Financial Assets</b>			
Cash and cash equivalents	N/A	73,396	69,029
Receivables 1.	Receivables (at amortised cost)	7,547	6,991
Advances receivable	Advances (at amortised cost)	41,300	37,330
Less: Allowance for impairment		(41,300)	(37,330)
		<b>80,943</b>	<b>76,020</b>
<b>Financial Liabilities</b>			
Payables 2.	Financial liabilities measured at amortised cost	7,166	6,719
Other	Financial liabilities measured at amortised cost	538	377
		<b>7,704</b>	<b>7,096</b>

### Notes

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

### (b) Credit Risk

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

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

Credit risk associated with the Authority's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

### Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW TCorp 11.00am unofficial cash rate adjusted for a management fee to Treasury. The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

### Receivables - trade debtors

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

The Authority is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are less than 3 months past due (2014: \$2.0 million; 2013: \$2.2 million) are not considered impaired and together these represent 100% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

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

	\$'000	\$'000
	Total 1,2	Past due but not impaired 1,2
<b>2014</b>		
< 3 months overdue	2,009	2,009
3 months - 6 months overdue	(5)	(5)
> 6 months overdue	-	-
<b>2013</b>		
< 3 months overdue	2,187	2,187
3 months - 6 months overdue	38	38
> 6 months overdue	-	-

*Notes*

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

**Authority Deposits**

The Authority has placed funds on deposit with TCorp, which has been rated 'AAA' by Standard and Poor's. These deposits are similar to money market or bank deposits and are placed 'at call'. The deposits at balance date were earning an average interest rate of 2.99% (2013 – 4.01%), while over the year the weighted average interest rate was 2.89% (2013 – 3.60%) on a weighted average balance during the year of \$40.9 million (2013 – \$34.0 million). None of these assets are past due or impaired.

**(c) Liquidity risk**

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 10.63% (2013 - 10.95%).

The Authority's financial liabilities included in Note 22(a) will mature in less than 1 year.

**(d) Market risk**

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Authority operates and the time frame for the assessment (ie until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2013. The analysis assumes that all other variables remain constant.

*Interest rate risk*

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

	\$'000			
Carrying amount	-1%	-1%	1%	1%
	Profit	Equity	Profit	Equity

**2014**

*Financial assets*

Cash and cash equivalents	35,264	(353)	(353)	353	353
<b>2013</b>					
<i>Financial assets</i>					
Cash and cash equivalents	29,937	(299)	(299)	299	299

*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	\$'000
<b>2014</b>			
Cash facility	Cash, money market instruments	Up to 1.5 years	38,132
<b>2013</b>			
Cash facility	Cash, money market instruments	Up to 1.5 years	39,092

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

NSW TCorp as trustee for the above facility is required to act in the best interest of the unitholders 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 the facility in accordance with a mandate agreed by the parties. However, TCorp, acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

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

NSW TCorp provides sensitivity analysis information for the facility, using historically based volatility information. 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).

	Change in unit price	Impact on profit/loss	
		2014 \$'000	2013 \$'000
Hour Glass Investment – Cash facility	+/- 1%	381	391

A reasonable possible change is based on the percentage change in unit price multiplied by the redemption price as at 30 June each year for each facility (as advised by TCorp).

**(e) Fair Value**

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facilities, which are measured at fair value. As discussed, the value of the Hour Glass Investments is based on the Authority'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.

Except where specified, the amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short term nature of many of the financial instruments. There is no financial instruments where the fair value differs from the carrying amount as at the reporting date.

**(f) Fair value recognised in the statement of financial position**

The authority uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

Level 1 - Derived from quoted prices in active markets for identical assets / liabilities.

Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.

Level 3 - Derived from valuation techniques that include inputs for the asset / liability not based on observable market data.

	Level 1	Level 2	Level 3	2014
	\$'000	\$'000	\$'000	Total
				\$'000
Financial assets at fair value				
TCorp Hour-Glass Invt. Facility	-	38,132	-	38,132
	-	38,132	-	38,132

	Level 1	Level 2	Level 3	2013
	\$'000	\$'000	\$'000	Total
				\$'000
Financial assets at fair value				
TCorp Hour-Glass Invt. Facility	-	39,092	-	39,092
	-	39,092	-	39,092

(The table above only includes financial assets, as no financial liabilities were measured at fair value in the statement of financial position.)

There were no transfers between level 1 and 2 during the period ended 30 June 2014.

The value of the Hour-Glass investments is based on the Authority's share of the value of the underlying assets of the facility, based on market value.

All of the Hour-Glass facilities are valued using 'redemption' pricing.

**23. CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

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

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

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

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

**24. EVENTS AFTER THE REPORTING PERIOD**

There are no further events after Balance Sheet date that would have a material impact on the financial statements.

**End of Audited Financial Statements**

# SydneyOlympicPark

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Information correct at the time of publishing: October 2014.

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ISBN 978-0-9874020-3-5