

sustainability



SydneyOlympicPark

sport leisure

health and wellbeing

education

science technology

Sydney Olympic Park Authority **Annual Report 2003-04**

entertainment food

culture arts



< CBD 14km

Airport >

< Parramatta Rd

M4 Motorway >

Sydney Olympic Park >

Parramatta 8km v

Letter to the Minister

31 October 2004

The Hon. Sandra Nori, MP
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Minister

We have great pleasure in presenting the Annual Report of the Sydney Olympic Park Authority for the year ending 30 June 2004 for submission to Parliament.

The report has been prepared in accordance with the provisions of the *Annual Reports (Statutory Bodies) Act 1984*, and the *Annual Reports (Statutory Bodies) Regulation 1995*. The report details the work, achievements and relevant statutory and financial information of the Sydney Olympic Park Authority.

Yours sincerely



David Richmond AO
Chairman, Sydney Olympic Park Authority



Brian Newman
Chief Executive Officer, Sydney Olympic Park Authority

Chairman's Report

David Richmond AO
Chairman,
Sydney Olympic Park Authority



During 2003-04 Sydney Olympic Park Authority (SOPA) has made sustained and sound progress towards our vision of creating close to Sydney's geographic centre, a unique, internationally renowned township based on the themes of sport; environment; health, leisure and wellbeing; science and technology; education; and culture, the arts and entertainment.

With an anticipated \$1 billion worth of new development over the next ten years Sydney Olympic Park is set to play an important role in assisting to provide homes and employment as part of Sydney's future metropolitan planning strategy. Over the next thirty years Sydney's population is expected to grow at a rate of around 60,000 to 100,000 people per annum. Up to 70% of this growth will occur within existing urban areas with the balance in greenfield growth centres on Sydney's periphery.

In this more compact, higher density future for Sydney, the parklands, sporting facilities and cultural amenities of Sydney Olympic Park will increasingly be a critical element of the quality of life of many millions of Sydney residents and visitors.

Highlights during the year included:

- The lodgement of a development application for the 'Zone' commercial and retail site within Sydney Olympic Park's Town Centre.
- An increase in overall visitor numbers by 23% over the previous year.
- The 2003 Rugby World Cup which brought 700,000 visitors over six weeks.
- The announcement of a \$7.8 million federally funded partnership between SOPA, University of Sydney and University of Technology, Sydney to establish an International Centre of Excellence in Sports Science and Management.

- SOPA's double victory at the 2003 Energy Smart Green Globe Awards.
- The opening for community use of a 30km off-road cycling network and 40km of cycling lanes.
- The staging at Sydney Olympic Park of the outdoor theatre production 'Of Angels and Light' as the opening event of the 2004 Sydney Festival with a record attendance.
- The completion of reconfiguration of Telstra Stadium to seat 83,500 spectators.
- Announcements that the 2005 Australian Youth Olympics Festival and the 2009 World Masters Games would be held at Sydney Olympic Park.
- The opening of the Visitor Gateway, our new visitor information centre.

Two Board Members announced their resignations in 2004. They are Mr Herb Elliott, AC and Mr Robert Leece, AM. I take this opportunity to thank them for their outstanding individual contributions during their terms of office.

On behalf of the Board I would like to thank the management team and staff led by Brian Newman for their efforts and achievements during 2003-04 and our Minister, the Hon. Sandra Nori, for her leadership and support.

The SOPA Board and its management team are justly proud of SOPA's achievements over 2003-04 and are confident and enthusiastic about our future directions. I commend the Sydney Olympic Park Authority Annual Report 2003-04 to you.

Yours sincerely



David Richmond AO
Chairman, Sydney Olympic Park Authority

CEO's Report

Brian Newman

Chief Executive Officer,
Sydney Olympic Park Authority



During 2003-04, Sydney Olympic Park Authority (SOPA) has evidenced significant progress in achieving its aims to:

- enhance the visitor experience
- grow visitation to the Park
- demonstrate excellence in place-making and create an exemplar of sustainable urban development
- initiate new urban development
- implement a unique economic development strategy that will ensure Sydney Olympic Park's long term sustainability
- build brand value.

In the past year SOPA entered an innovative phase of product and program development to provide a diverse selection of experiences for the visiting public leveraging the Park's world-class sporting and leisure facilities; its outstanding parklands; and its family friendly, safe and secure environment. They range from Sunday markets to drive-in movies; Telstra Stadium tours to jazz concerts; heritage train rides to bicycle safaris; art classes to technology based interactive learning programs. Sydney Olympic Park now offers an expanding and unmatched array of leisure, tourism and education experiences.

Our aim to grow annual visitation to the Park to 10 million by 2010 is well on track. Visitation to Sydney Olympic Park grew to 6.8 million people in 2003 compared to 5.3 million in 2002. The Park hosted over 2,200 sporting, business and cultural events; welcomed almost 90,000 school students; catered for around 100,000 room nights of accommodation; and experienced a 21% growth in business events including conferences, meetings, functions and seminars.

Following the awarding of development rights to major development/ investment consortiums in the early part of the year, plans were prepared for some \$470 million of new residential and commercial development and preliminary marketing commenced for the 'Panorama' apartment and 'Zone' office projects. The first wave of new construction since the Olympic Games is now expected to commence in the second half of 2004-05.

Some \$10 million of new capital works were also undertaken, principally within Sydney Olympic Park's 425-hectares of diverse parklands where new seawall construction, foreshore and wetland walkways, heritage building restoration, tree planting and directional signage works were undertaken.

SOPA is undertaking one of the largest 'park creation' projects ever seen in urban Sydney with the development of a number of new parkland areas adding to the already popular Bicentennial Park. The parklands provide a special place of environmental, social and cultural significance for the estimated 40,000 new residents expected to relocate within walking distance of the Park over the next 15 years.

There was significant progress in SOPA's plans to define a new long-term vision for the Park – a bold and exciting vision that will create the critical mass of residents, workers, students and visitors required to establish a vibrant and economically sustainable township. This work will progress throughout 2004-05 towards the preparation of a new masterplan(s).

Through a combination of revenue improvements and efficiency gains, SOPA reduced its level of funding assistance from government by 15% during the year. Continued improvements in operating performance are expected.

Defining an economic development model that will ensure Sydney Olympic Park's long-term sustainability has been a critical facet of SOPA's place-making work. The Park's unique competitive advantage in the areas of *sustainability; sport; education; science and technology; leisure, health and wellbeing; culture, the arts, food and entertainment* is actively being promoted by SOPA.

Sydney Olympic Park's commitment to sustainability is as strong today as it was prior to the Olympic Games. The Park is a working laboratory for research and best practice in ecological management, land remediation, water conservation, energy management and sustainable building design. We are building a *green economy* in which businesses, research organisations and agencies merge to share the Park's post-Olympic commitment to creating a world-class example of sustainable urban development.

Towards year end, a significant step was taken in SOPA's plans to establish an integrated sports industry model at the Park when the Federal Minister for Education, Science and Training announced that a new International Centre of Excellence in Sports Science and Management would be established at Sydney Olympic Park via an enterprise agreement between SOPA, the University of Sydney and the University

of Technology, Sydney. This initiative is a key building block in SOPA's plans to create a 'college town' model in which student life becomes part of the character of the place – *a learning community*.

The Park is also well positioned to take advantage of the rapid growth in the international education market. The precinct offers a natural campus environment and as new restaurants and cafes are introduced, it will become a very special student environment.

Sydney Olympic Park is creating a centre for wellbeing to address our society's growing consciousness of health issues. The Park's unique *lifestyle* offering is at the core of its marketing proposition and we are well placed to address modern day health issues such as obesity and depression through school and corporate programs.

2003-04 was also a great year for major events, highlighted by Rugby World Cup 2003 and 'Of Angels and Light', the opening event of the 2004 Sydney Festival. We hope to continue to infuse a unique creative spirit into the personality of Sydney Olympic Park through the organic development of arts activities and the establishment of a *creative community*.

In reflecting on the year gone by, I would like to thank all those who have helped SOPA take the long strides it has taken in that time and in particular, the talented and committed team of employees who drive our vision for Sydney Olympic Park's future. Ours is a 20-year plan that involves an evolutionary process of urban change. Sydney Olympic Park has an exciting future – no Olympic site before it has achieved the legacy benefits that Sydney Olympic Park will realise in the years ahead. I look forward to reporting further sound progress on these plans next year.

Yours sincerely



Brian Newman
Chief Executive Officer,
Sydney Olympic Park Authority

2003-04 at a glance



New development

- Multiplex, Babcock & Brown and Charter Hall and AMP Henderson Global Investors were approved to carry out **\$470 million** of development: **Panorama** – 560 residential apartments (65,000m²), and **Zone** – commercial office space/retail (50,000m²), in the town centre
- New development will include 3% **affordable** housing, a 40-place **childcare** centre, and 6,000m² of **retail** stores
- **Visitor Gateway** opened – our new visitor information centre offers a high tech interactive experience for Park visitors

Visitation, activation and enlivenment

- Visitation increased to **over 6.8 million visitors**, up 23%
- Increased attendance at **key community events**: Sydney Olympic Park Alive! (31,000), Australia Day Celebrations (10,000), Australia-India Fair (12,000), Arabic Carnivale (12,000), Brazilian Ritmo Festival (5,000)
- 700,000 visitors during **Rugby World Cup 2003**
- 15% growth in **tour participation**
- Australia's largest annual event – **Sydney Royal Easter Show** – 951,000 visitors
- Opening of the **Newington Armory** February 2004. Awarded **First Prize, Tourism Category**, EnergyAustralia National Trust Heritage Awards 2004
- Opened Louise Sauvage Pathway and River Walk – including **35 km of walking and cycle pathways**
- 153% increase in website visitors with average monthly visitation at 40,000 (17,000 in 2002-03)

Economic growth

- 1,811 **business events**, up 21%
- Over 1.5 million **delegates** attended business events, up 42%
- **Repeat** business events at Sydney Showground averaged 55%
- **548 leads** on business events – 112 converted to a total value of \$1.87 million
- More than **50 businesses** operating on-site with over **4,000 staff** (up from 30 businesses in 2002-03)
- More than 1 million vehicles parked on-site, up 17%



New partnerships and community links

- **Statement of Cooperation** signed with Auburn City Council
- **First Aboriginal Connections Forum, March 2004** – Indigenous community members met to develop recommendations on cultural knowledge management
- SOPA CEO, Brian Newman, appointed to the **Greater Western Sydney Economic Development Board** and **Sydney Convention and Visitors Bureau Board**
- **Memorandum of Understanding** signed with Tourism Sydney and a Gold Corporate Partnership formed with the Australian Tourism Export Council

Sport

- Host to **38** different sports and home to **seven peak sporting bodies**
- Over **4 million** sports spectators and participants in 2003-04, up 77%
- **Major sports** events – Rugby League Grand Finals, Rugby League State of Origin, Rugby Bledisloe and Hopetoun Cups, National Athletics Championships, Telstra Australian Swimming Olympic Trials and the Adidas International Tennis Tournament
- **4 national league competitions** are contested at the Park including netball, basketball, rugby league and Australian Football League (AFL)
- More than **1.3 million** people attended Telstra Stadium
- **3,000 golfers** a week play at the Golf Centre
- **Swimming classes** for over 13,500 people and over 250 school swimming and athletics carnivals
- **1,600** people use the facilities at the Tennis Centre each week

Education

- **International Centre of Excellence in Sports Science and Management (ICESM)** – a \$7.8 million enterprise partnership between SOPA, the University of Sydney and UTS. Funded by the Federal Government
- Almost **90,000 school children** participated in Park education programs, 14,000 of whom participated in parklands programs
- Development of new curriculum based **Active Lifestyle Program** for school students up to Year 10
- **Questacon** satellite exhibition attracted 5,000 visitors in 2003
- **Education marketing strategy** developed park wide

2003-04 at a glance

continued



Science, technology and the environment

- Total **green power** purchased remained at 25%, saving approximately 1,873 tonnes of CO₂ emissions
- Approximately **670 million litres** of the Park's sewage was biologically treated and reused
- **365 million litres** of rainwater was collected, stored and directly reused by the Authority
- **749 million litres** of drinking water was saved by the Authority due to water recycling
- **37 waterbird** and **46 terrestrial species** identified at two sites, including threatened and protected bird species
- Over **180,000** trees, shrubs and grasses planted

Leisure, health and wellbeing

- 739,000 people attended Bicentennial Park for recreational purposes
- More than 4.4 million people engaged in **leisure activities** in the Park
- **Ride the Park** – 650 family riders raised \$20,000 for the Northcott Society
- **Rotary Bike Ride** – 1,500 family riders
- **Nike Women's Classic** – 2,000 female long distance runners
- **TNT Walk for Hunger** in Bicentennial Park – over 1,000 people
- **Bicycle hire** facilities opened in Bicentennial Park

Culture, arts, food and entertainment

- Arts and Culture **Strategy produced**
- 21,200 attended the monthly **Boulevard Market**
- **Would You Like Music with That?** – 5,000
- **Short Soup** – international film and food festival – 2,000
- **Movies in The Overflow** – 26,970, up 35%
- **Art at the Armory (ArtExpress exhibition)** – over 2,650 ticketed visitors attended the Armory Open days since March 2004
- **Sydney Festival Opening 2004** 'Of Angels and Light' – 70,000 visitors

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Sydney Olympic Park Authority Charter

Our vision is for Sydney Olympic Park to become an internationally recognised example of intelligent place-making – a dynamic and diverse township for living, working, learning and recreation – a place for all people set within a world-class built and natural environment.

A vibrant urban park and township

SOPA has the task of transforming Sydney Olympic Park, site of the Sydney 2000 Olympic and Paralympic Games, into a vibrant urban park and township. Located

in Western Sydney, just 14 km from the Sydney CBD, the extraordinary natural environment and state-of-the-art sport and event facilities are making Sydney Olympic Park a more

integral part of Sydney and an important attraction for Australian and international visitors.

“Sydney Olympic Park is on track to becoming one of the most coveted places to live, work, play and learn. Not only in Sydney, but in Australia. It will be a wonderful example of place-making.”

SOPA Act

SOPA was established on 1 July 2001 as a statutory body of the NSW Government under the *Sydney Olympic Park Authority Act 2001*. Its charter is to manage and promote the 640-hectare Sydney Olympic Park site, including protection of the 425-hectare parklands.

Under the SOPA Act, a governing Board of Authority was created to provide direction and guidance to SOPA 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 Organising Committee and the Australian Olympic Committee.

SOPA’s objectives in managing and developing the parklands are to:

- ensure a strong commitment to best practice environmental management and excellence in sustainable design
- maintain, protect and enhance the parklands
- ensure that the Master Plan and Plan of Management for the Parklands are consistent with the *Environmental Guidelines for the Summer Olympic Games 1993*
- maintain and extend the Water Reclamation and Management Scheme (WRAMS) as far possible
- maximise the use of renewable energy sources
- produce an annual State of the Environment Report.

As well as the objectives, the SOPA Act details the functions, powers and responsibilities of SOPA.

Our Mission

Our Mission is to develop and maintain, to international standards, a unique integrated township called ‘Sydney Olympic Park’.

Framework for environmental sustainability

SOPA’s corporate framework for sustainability draws on legislative requirements under the SOPA Act, the Environmental Guidelines (1993) and includes a Sustainability Policy, Sustainability Strategy, Operational Compliance Procedures and an Environmental Communication Strategy.

Serving the public

SOPA is committed to the highest standards in serving the public of NSW. In achieving its mission it seeks to support three key Government priorities:

- 1 promotion of sustainable urban development outcomes and liveable cities
- 2 development of a healthy community
- 3 generation of social, environmental and economic returns on Government investment in Sydney Olympic Park and, in turn, the realisation of a lasting Olympic legacy.

Corporate Governance and SOPA Board

Chris Christodoulou, Herb Elliott, Gabrielle Kibble, Robert Leece, Penelope Figgis, Brian Newman and David Richmond.



SOPA sits within the portfolio of The Hon. Sandra Nori, MP, Minister for Tourism and Sport and Recreation, and Minister for Women.

Terms of office

The SOPA Board has seven Board Members including SOPA's Chief Executive Officer (CEO). Six, including the Chairman, were formally appointed for a three-year term by NSW Treasurer and Minister for State Development, The Hon. Michael Egan MLC, in July 2001. The Hon. Sandra Nori, MP, has extended the appointments of David Richmond, Gabrielle Kibble, Chris Christodoulou and Penelope Figgis to 31 December 2004.

Pecuniary interests

Board Members are required to disclose any direct or indirect pecuniary interest they have in any matter being considered by the SOPA Board. A register is kept outlining Board Members' disclosures.

Interaction with management

The CEO and senior executives regularly brief the SOPA Board on aspects of SOPA's activities and performance and seek and receive guidance and direction on policy and operational matters. Board Members receive regular financial updates from the Executive Director of Finance on all aspects of revenue, expenditure and debtors.

David Richmond AO, Chairman MEd

Mr David Richmond was appointed Chairman of the SOPA Board on 1 July 2001. He is currently Foundation Director and Professor, Graduate School of Government, at the University of Sydney.

As Director General of Sydney 2000, Mr Richmond was responsible for overseeing all the operations of the Sydney Olympic and Paralympic Games and coordinating NSW Government services provided to the Sydney 2000 Games.

From July 1995 until April 2001, Mr Richmond was Director General of the Olympic Coordination Authority, responsible for the development of Sydney Olympic Park and the building of Games venues and facilities.

From 1 July 2003 to 30 June 2004 the SOPA Board met seven times.

Attendance of Board Members at Board Meetings

Board Members	July 2003	Sept 2003	Oct 2003	Dec 2003	Mar 2004	April 2004	June 2004	Meetings attended
David Richmond	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7/7
Chris Christodoulou	Yes	Yes	Yes	No	Yes	No	Yes	5/7
Herb Elliott	No	Yes	Yes	Yes	Yes	Yes	Resigned	5/6
Penelope Figgis	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7/7
Gabrielle Kibble	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7/7
Robert Leece	No	Yes	Yes	Yes	Yes	Resigned	Resigned	4/5
Brian Newman	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7/7



David Richmond



Chris Christodoulou and Gabrielle Kibble

Mr Richmond has held a range of senior positions in the NSW Government including Chief Executive Officer, NSW Department of Health and Chief Executive Officer, NSW Land Commission. He was also a member of the Public Service Board of NSW.

Mr Richmond is a member of the NSW Major Events Board. He also provided advice to the President of the Athens Olympic Games Organising Committee and to the International Olympic Committee.

Gabrielle Kibble AO
BA Dip TCP FRAPI DSc hc UNSW

Mrs Gabrielle Kibble was appointed to the SOPA Board on 1 July 2001. She has been a non-Executive Director of Sydney Water since 1997 and Chairman since 1998.

Mrs Kibble is also Chairman of Sydney Water's trading subsidiary, Australian Water Technologies Pty Ltd, Chairman of Sydney Water's Remuneration Committee, and a member of Sydney Water's Public Health Research and Development Committee and Audit, Risk, Finance and Major Projects Committee.

Mrs Kibble is also the Administrator of Liverpool Council, Director of Questacon (The National Science and Technology Centre), and Trustee and Deputy Chancellor of the University of Western Sydney. She is a Fellow of the Royal Australian Planning Institute and an Honorary Associate of the Graduate School of Government, University of Sydney.

Chris Christodoulou
BA

Mr Chris Christodoulou was appointed to the SOPA Board on 1 July 2001.

Mr Christodoulou is Deputy Assistant Secretary of the Labor Council of NSW. His distinguished career in the union movement began in 1981 and has involved roles as Joint Assistant National Secretary of the Australian Liquor, Hospitality and Miscellaneous Workers Union, and coordinator of the NSW Labor Council's Unions 2000 which liaised with the Sydney Organising Committee for the Olympic Games over industrial relations issues.

Mr Christodoulou has responsibility on behalf of the Labor Council for the construction industry. He is actively involved in a number of organisations including the Wollongong Sports Ground Trust and the Correctional Services Industry Advisory Council.

Robert Leece AM
RFD BE MEngSc MBA FIE (Aust) CPEng

Mr Robert Leece was appointed to the SOPA Board on 1 July 2001. He was Deputy Director General of the Olympic Coordination Authority.

Mr Leece had a non-executive role on the Sydney Organising Committee for the Olympic Games Sports Commission which managed all sporting, Olympic family and National Olympic Committee matters for the 2000 Sydney Olympic Games.

He was appointed to the Board of the Sydney Olympic Broadcasting Organisation in 1999.

Concurrent with these roles, Mr Leece was also Chief Executive of the Olympic Roads and Transport Authority – the organisation responsible for all Sydney Olympic Games transport operations.

Prior to his involvement with the Sydney Olympic Games, Mr Leece was a director of a number of public and private companies in the development and construction industries.

Mr Leece resigned from the Sydney Olympic Park Board in March 2004.

Corporate Governance and SOPA Board

continued



Robert Leece, Herb Elliott and Penelope Figgis



Brian Newman and David Richmond

Penelope Figgis AM BA (Hons)

Ms Penelope Figgis was appointed to the SOPA Board on 1 July 2001.

Ms Figgis has been a senior member of the Australian environment movement for over twenty years. In the early eighties she was national lobbyist for the environment movement. She has contributed through a range of roles including political adviser, writer, lecturer and consultant. She is a long standing Vice President of the Australian Conservation Foundation and a Member of the World Commission on Protected Areas. She has been a Director of the Australian Bush Heritage Fund and Vice President of the Nature Conservation Council of NSW.

She has served on the boards of the Environment Protection Authority of NSW, Uluru Kata Tjuta National Park, the Great Barrier Reef Consultative Committee, the Australian Tourist Commission, Landcare Australia, the Jenolan Caves Trust and the Commission for the Future.

Ms Figgis's work on protected area policy and sustainable tourism has been published widely.

Herb Elliott AC MBE MA

Mr Herb Elliott was appointed to the SOPA Board on 1 July 2001. He is one of Australia's best known Olympic athletics champions.

As Director of Athlete and Corporate Relations for the Australian Olympic Committee, Mr Elliott has a broad range of responsibilities. He developed strong relationships with the Australian Olympic Committee's partners for the 2000 Olympic Games.

Mr Elliott is currently a Director of Ansell Limited, a Director of Fortescue Metals Group, Chairman of Telstra Foundation Limited and a Director of Athletics Australia. Previous positions include President of Puma North America, Chief Executive Officer of Puma Australia, Commissioner of the ABC Board and Director of the Board for the Australian Institute of Sport.

Mr Elliott resigned from the Sydney Olympic Park Board in June 2004.

Brian Newman BE (Civil) MBA

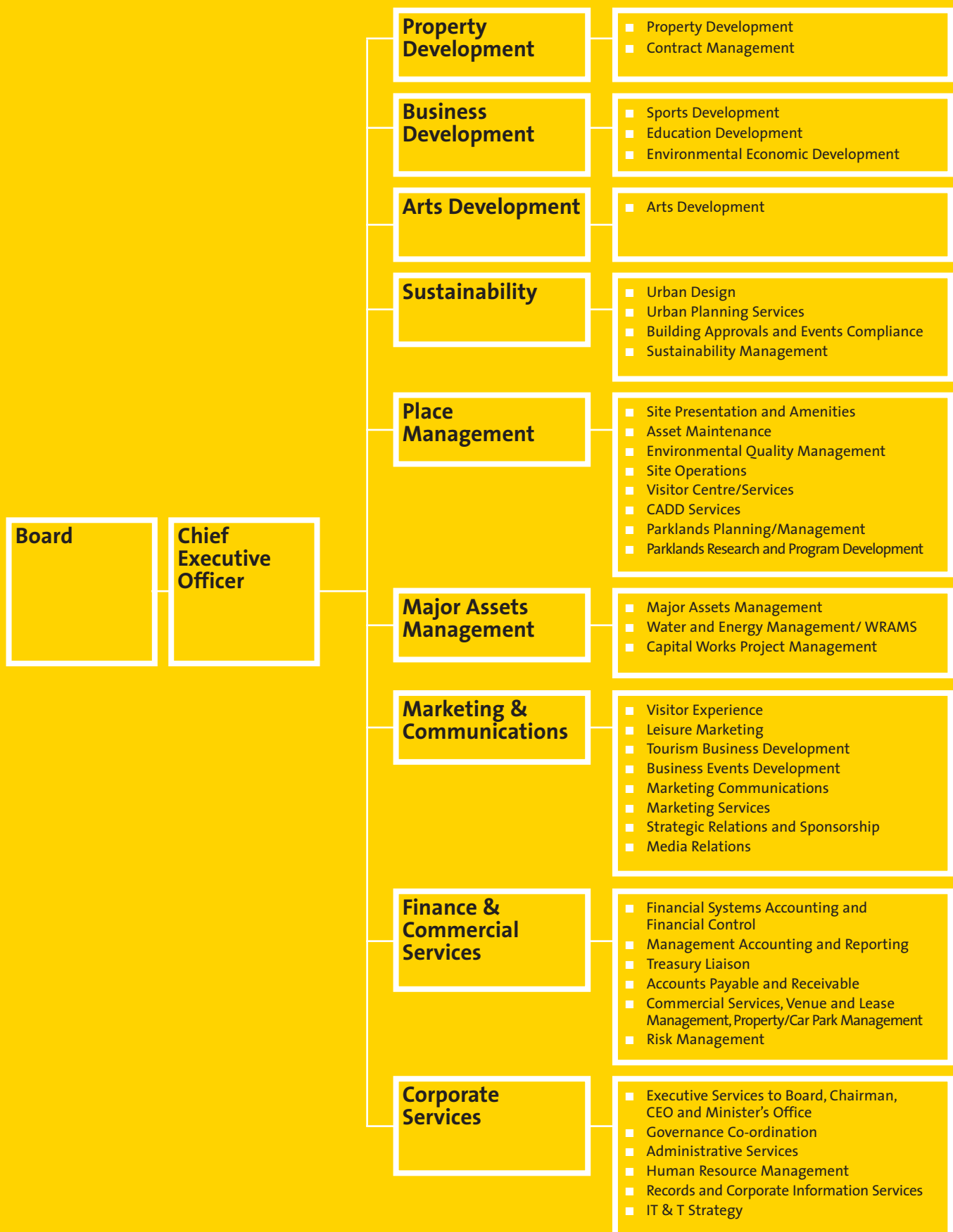
Mr Brian Newman was appointed to the position of Chief Executive Officer, Sydney Olympic Park Authority on 29 January 2002 and joined the SOPA Board on that date.

Mr Newman came to SOPA from a successful tenure as Chief Executive Officer of Emaar Properties in Dubai, United Arab Emirates, where he managed some of Western Asia's largest property development projects. Prior to this, Mr Newman was Managing Director of Nusajaya Development Sdn Bhd, the lead developer of Malaysia's largest new town development and second gateway to Singapore.

Mr Newman has held a range of executive positions in the Australian property sector including as Chief Executive Officer of City West Development Corporation and Acting Chief Executive Officer of the Honeysuckle Development Corporation. As State Manager for Lend Lease Development during the early 1990s, Mr Newman oversaw development of the Australia Centre at Sydney Olympic Park.

During 2003-04, Mr Newman was appointed to the Greater Western Sydney Economic Development Board and the board of the Sydney Convention and Visitors Bureau.

Organisational Structure



SOPA's Corporate Planning Framework

Our core purpose

To make a major contribution to the community by creating an eminent place that provides diverse opportunities for emotional, occupational, social, intellectual, economic, spiritual and physical wellbeing.

In realising the Olympic legacy of transforming Sydney Olympic Park into a viable and dynamic new town, SOPA's clearly defined roles are as place-maker and place-manager.

As **place-maker**, SOPA is committed to creating a 'smart community',

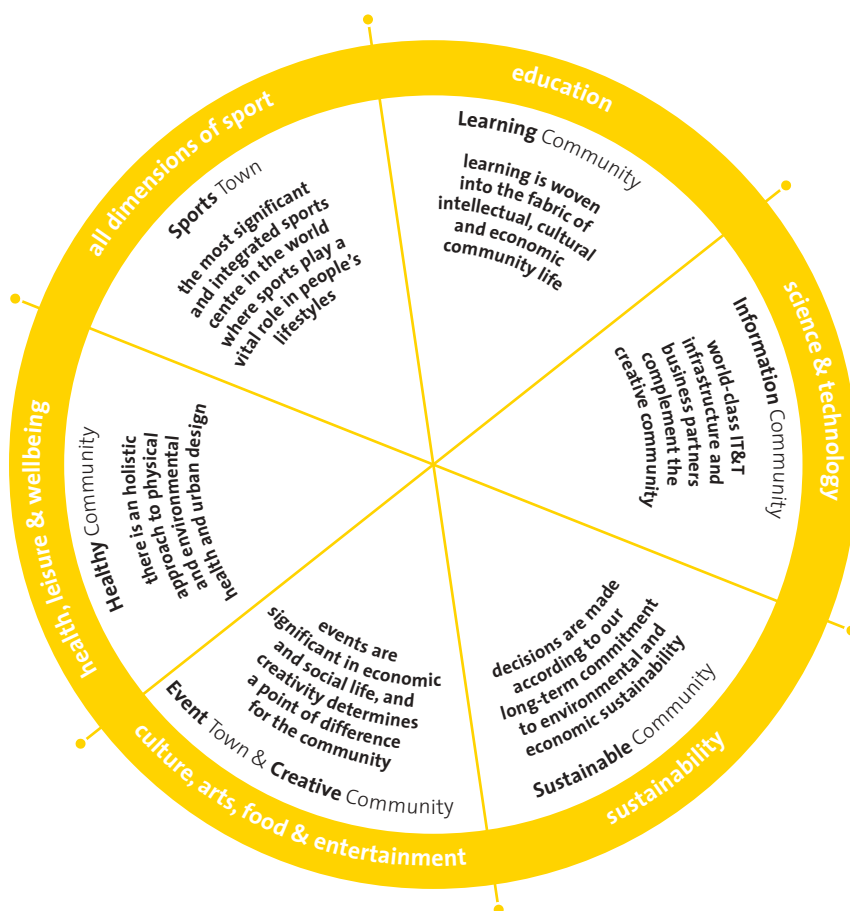
a sustainable environmental, social and economic town centre, over the next 20 years. While it has already earned an international reputation for its environmental strategies, SOPA is planning for the provision of vital urban infrastructure and resources that will enhance social capital, promote inclusion and contribute to a strong sense of community at Sydney Olympic Park.

As **place-manager**, SOPA will manage the \$2 billion natural and built assets at Sydney Olympic Park and ensure it is able to offer a positive experience to all who live, work, study or visit here. In this role it:

- creates and manages world class parklands
- proactively facilitates economic development
- builds visitation to the Park
- creates and maintains prime public assets
- engages communities
- renews and protects sensitive environments
- promotes a learning culture.

SOPA 2003-2008 Corporate Plan

The Corporate Plan was endorsed by the SOPA Board at its May 2003 meeting. It identifies key objectives applicable to SOPA's activities.



Sydney Olympic Park – a smart community

SOPA's Business Objectives

Each Business Objective is supported by a set of strategies that define how SOPA will establish a township and 'smart community' at Sydney Olympic Park over the five-year planning period.

■ Sustainability

Ensure that the principle of sustainability – environmental, social and economic – is the driving tenet of the Park's place-leadership activities

■ Sport

Build Sydney Olympic Park's position as Australia's premier sports destination

Create a totally integrated sports industry model that is unique

■ Education

Become a centre for excellence in education and training

Attract a diverse student and institutional base

■ Science and Technology

Promote science and technology to enhance the Park's competitive advantage and the quality of life of residents and workers

■ Leisure, Health and Wellbeing

Become a national centre for leisure, health and wellbeing

■ Culture, Arts, Food and Entertainment

Become a lively and distinctive regional centre for culture, the arts, food and entertainment

■ Parklands

Create a world-class urban parkland where nature, art and history come together

■ Living and Working Environment

Create a high-quality living and working environment that attracts a critical mass of occupants who make full use of the Park's social and recreational infrastructure

■ Visitors

Grow existing visitor markets by marketing leisure tourism, business events and other attractions

■ Branding

Position SOPA as a recognised international icon

Become a brand that adds value to its product and service offering

■ Investment Returns

Enhance Government investment in Sydney Olympic Park by reducing net operating costs and strengthening social, commercial and economic benefits.

SOPA's Top 25 Major Tasks for 2003-04

The SOPA Board and Management identified SOPA's Top 25 Major Tasks, as well as the actions and timelines that were to be achieved in 2003-04 to support implementation of the SOPA Corporate Plan.

SOPA's Top 25 Major Tasks are grouped under SOPA's five key performance indicators:

- changes to physical character of the place derived from new development
- level of visitation, activation and enlivenment
- level of economic growth
- strength of brand positioning
- delivery of positive social and environmental outcomes.

Management progress and success is measured according to these performance indicators and quarterly reports were made to the Board on the progressive implementation of the Operational Plan during 2003-04.

Corporate Plan update for 2004-05

Based on the strong foundations set by the 2003-04 to 2007-08 Corporate Plan, SOPA's corporate strategies and actions were updated in the 2004-05 to 2008-09 Corporate Plan.

1

Building a sustainable Sustainability community

Sydney Olympic Park has a strong record in environmental best practice and an existing culture of economic, environmental and social sustainability. Initiatives include the management and greater utilisation of its parklands as well as new commercial and residential development with provision for affordable housing, childcare facilities, retail and entertainment outlets and property management.

Property development – sites 3, 5, 6 and 7

New residential and commercial development valued at \$470 million is planned at four sites and will constitute 120,000m² of building space.

In 5-7 years, when the developments are completed, it is envisaged they will accommodate 1,500 residents and 3,000 employees.

As well as 560 apartments, the residential and commercial development will include office

space, shops, and town facilities including a childcare centre, medical centre, pharmacy, newsagent and convenience store.

“Zone at Sydney Olympic Park offers one of the most advanced suburban office developments ever undertaken in Australia. It provides an ideal opportunity for any organisation to leverage off the unsurpassed leisure, entertainment and business event facilities surrounded by 425-hectares of parklands for recreation and enjoyment.”



Vision 2025

Creating a vibrant town centre

Under the guidance of SOPA, Sydney Olympic Park (the Park) is transforming from an events venue to a vibrant new township and urban centre. Situated on 640 hectares, the town centre is surrounded by 425 hectares of world-class parkland – twice the size of Centennial Park and the largest urban park in Australia.

Sydney Olympic Park’s vibrant town centre will consolidate commercial development around the axes of Olympic Boulevard and Dawn Fraser Avenue close to the rail station and retail locations. A new eastern end entry to Sydney Olympic Park station will provide easy access for the future residents and workers who will be located within the developments around the town centre. To better service this daily population and the RAS Exhibition Halls, additional public car parking spaces will be provided close to the station and the main meeting point within the town centre. Jacaranda Square will be upgraded and serve as the central point for the town for people to meet, relax and enjoy the atmosphere.

Vision 2025

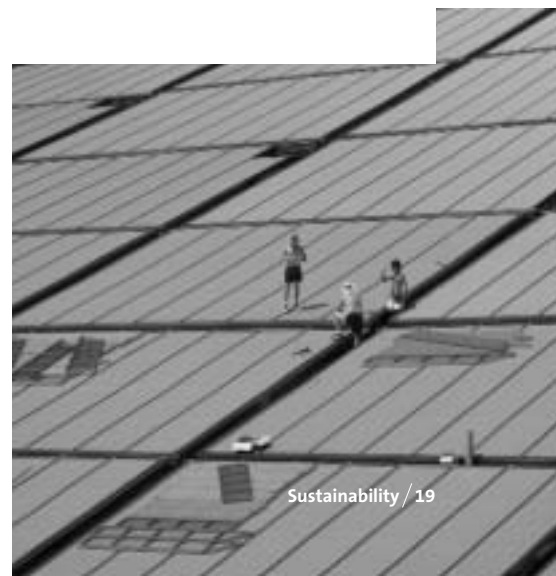
Vision 2025 was completed in April 2004 to form the base of a submission to the Department of Infrastructure, Planning and Natural Resources (DIPNR), to gain approval to begin preparing a revised Master Plan for Sydney Olympic Park. The key environmental, social and economic principles underpinning Vision 2025 include:

- a simple street network that enables accessible public transport, promotes walking and cycling, and discourages unnecessary car trips
- enough development to support a critical mass of people that can generate a viable and vibrant town 24 hours a day, 7 days a week
- integrating uses that include special events as well as ongoing facilities for educational, residential, commercial and retail requirements to sustain a permanent population and improve social interaction and safety.

Economic sustainability

Property development

The consortiums selected to carry out the property developments on sites 3, 5, 6 and 7 are Multiplex and Babcock & Brown (MBB) for ‘Panorama’, residential site 3 and Charter Hall and AMP Henderson Global Investors (CHAMP) for ‘Zone’ commercial sites 5, 6, 7. The development application for CHAMP’s three office buildings was placed on public exhibition and marketing has generated positive early interest for leasing and sale of commercial space. The design for Site 3 is in the final stages.



Sustainability

building a sustainable community



Restaurant precinct

Following considerable community and market research in 2002-03 and a call for detailed proposals in early 2004, SOPA is negotiating the establishment of facilities at the Yulang, overlooking The Overflow. The Yulang 'Pub' Concept will consist of bars, lounges, cocktail bars and a café/bistro.

SOPA is also exploring a redevelopment of the Wisteria Restaurant, kiosk and visitor centre facilities in Bicentennial Park to provide upgraded services for visitors and to incorporate a 700-seat function centre.

Business events and exhibitions

The Park's location, major transport links, ample parking space, and ability to offer up to 80 function areas at eight major venues, combine to make it an outstanding site for major and minor conventions, fairs and exhibitions.

In 2003-04 the Park hosted 1,811 business events (up 21%) which were attended by 1.55 million visitors (up 42%). The Park's prime exhibition venue, the Sydney Showground, achieved a 34% growth in events and averaged 55% repeat business (compared to 25% in 2002-03), with most exhibitions recording increased attendance.

SOPA generated 548 sales leads via its one-stop-shop and converted business to the value of \$1.87 million.

Commercial leases and contracts

In 2003-04 Sydney Olympic Park was home to 50 businesses such as Samsung, ACER, Dairy Farmer, NSW Lotteries, Daewoo. These advanced manufacturing, tourism, information technology, business services and retail businesses brought over 4,000 staff to the site daily.

Agreements with Royal Agricultural Society (RAS)

Specific agreements with the RAS were negotiated for the Royal Easter Show to allow for the use of sections of the Olympic Boulevard and Australia Avenue, The Overflow, the Horse Exercise Trail in the parklands and the Exhibitor Parking Area.

Commercial office leases

The Australian Paralympic Committee and Multitask Consulting Pty Ltd have signed leases to occupy parts of the Vernon Heritage Buildings. Specialised renovations designed to retain the heritage nature of the sites were undertaken prior to occupation.

Commercial licence and lease fees

In excess of \$7.73 million was collected from commercial licence and lease fees.

Environmental sustainability

Setting new benchmarks

In October 2003, SOPA became the first large-scale precinct to require a minimum of four Green Stars (environmental design rating tool, Green Building Council, Australia) for all new commercial developments on the 640-hectare site. This best practice benchmark will apply to all new commercial developments on-site including the 'Zone' commercial development currently being undertaken by Charter Hall and AMP Henderson Global Investors.

In addition, all commercial developments at the Park are required to:

- connect to the Park's innovative Water Reclamation and Management Scheme (WRAMS)
- achieve a minimum 4.5 star energy efficiency rating
- prioritise the use of sustainable materials, waste management and minimisation
- champion environmental innovation and design excellence
- demonstrate environmental management in relation to design, construction and operational management.



Environmental partnerships

SOPA is engaged in partnerships on various projects with:

- Green Building Council, Australia
- Earthwatch Institute
- Property Council Sustainability Policy Committee
- Year of the Built Environment Secretariat
- Sydney Harbour Executive.

SOPA is also involved with Cooperative Research Centres, Centres of Excellence and environmental and community organisations. In 2003-04 SOPA assisted in the development of training programs, products for the educational sector, products to attract business investment and the provision of ecological research experiences.

Social sustainability

In line with the NSW Government's desire to promote healthy liveable communities, SOPA is seeking to make the Park a recognised national centre for wellbeing. The principles of social equity and opportunity are a strong management priority and will continue to inform future development of the Park and what it has to offer.

Social plan

SOPA's Social Plan aims to ensure the Park caters for the diverse needs of residential, working and visiting populations. Key outcomes of the Social Plan relate to:

- social infrastructure (facilities, services)
- social diversity (including housing mix)
- community engagement and participation
- amenity safety and wellbeing
- regional leadership
- social equity and accessibility.

Collaboration with local councils

As part of its commitment to working practically and creatively with local communities, SOPA has established collaborative partnerships with local councils including Parramatta City Council, Auburn Council, and Strathfield City Council.

Statement of Cooperation with Auburn Council

The Statement outlines protocols for a working relationship and identifies areas for potential partnership in relation to transport, environmental and social sustainability, urban design and development, and business and tourism opportunities. For example:

- reviewing the Carter Street Precinct planning framework to ensure it delivers an appropriate business park and commercial interface to Sydney Olympic Park
- improving sporting amenities in Wilson Park
- developing a community based childcare centre and public library.

Sustainability

building a sustainable community continued



This year SOPA and Auburn Council won 'Best Cultural Event' at the 2003 Local Government Awards for their combined Australia Day celebrations that included a Citizenship Ceremony and brought together Auburn's diverse local communities.

Powells Creek Harbour to Hinterland Landscape Design Framework

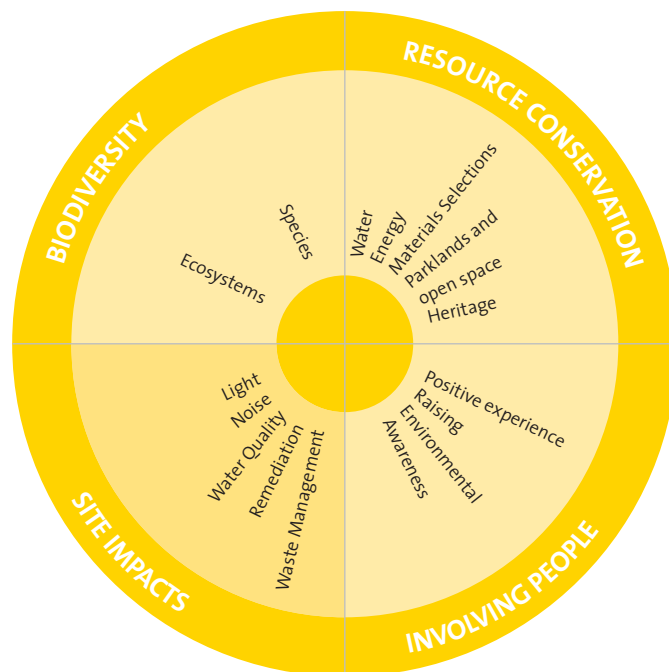
SOPA has taken over implementation of the Framework from Department of Infrastructure, Planning and Natural Resources (DIPNR) Greater Homebush

Living Centres Team. SOPA will work with key Government Agencies, Strathfield City, Auburn and City of Canada Bay Councils to restore and revitalise this open space corridor that extends from Strathfield Town Centre along Powells Creek through Sydney Olympic Park and into Homebush Bay.

Greater Western Sydney Economic Development Board

SOPA's CEO, Brian Newman, was appointed to the Greater Western Sydney Economic Development Board

in 2003-04. The Board advises the NSW Government on employment and economic development in the 14 local government areas that make up Greater Western Sydney. It plays a key role in regional planning for Western Sydney improving its profile and lobbying for improved transport and commercial infrastructure and support.



Environmental Performance Areas

2

An active community Sport

Sydney Olympic Park is recognised as Australia's 'home of sport'. In recognition of the role sport plays in defining Australian culture, SOPA is maximising current infrastructure and services to establish the Park as a unique sports town. It is home to seven peak Australian sporting bodies and teams across 10 major and minor sports.

Rugby World Cup 2003

Over six weeks in October and November, 700,000 visitors attended the seven matches or joined in free Rugby World Cup family events. Starting with the Opening Ceremony

and Match featuring Australia vs Argentina, more than 80,000 fans attended most matches. Huge crowds also attended the Live Site to watch the games on the giant screen, participate in

events at The Overflow, picnic, meet celebrities and visit the Kids Zone. Also popular were the Rugby Exhibition at the Visitor Centre and Rugby Tour at Telstra Stadium.

Sport

an active community



Sports participation

In 2003-04 Sydney Olympic Park catered for:

- **thirty-eight** different sports and was home to seven peak sporting bodies
- over **4 million** sports spectators and participants, up 77% from 2002-03
- more than **1.3 million** people at Telstra Stadium
- 3,000 **golfers** a week at the Golf Centre's driving range
- **swimming classes** for over 13,500 people and over 250 school swimming and athletics carnivals
- more than **1,600** people at the Tennis Centre each week.

Peak sporting bodies

Seven peak sporting bodies are located at Sydney Olympic Park: the Australian Football League (NSW/ACT) Commission, Australian Paralympic Committee, Basketball Australia, NSW Hockey Association, NSW Institute of Sport, NSW Department of Sport and Recreation, and Tennis New South Wales.

National and international sporting venue

Four national league competitions are contested at Sydney Olympic Park including netball, basketball, National Rugby League (NRL) and Australian Football League (AFL). The Park also hosts the Rugby League Grand Finals, Rugby League State of Origin, Rugby Bledisloe and Hopetoun Cups, National Athletics Championships, the Australian Swimming Titles and the Adidas International Tennis Tournament. As part of the Olympic legacy, SOPA continues to provide facilities for volleyball, handball, table tennis, judo and badminton.

Major sport activities in 2003-04 included:

- **Adidas International Tennis Tournament** (offering US\$1 million in prize money) and the **Sydney International Wheelchair Tennis Open** at the Tennis Centre in January, which both attracted a top quality international field
- **Telstra Australian Swimming Championships** including the Australian Olympic Team qualification events for the 2004 Athens Olympic Games at Sydney Olympic Park Aquatic Centre

- **2003 Commonwealth Bank Trophy Finals** were played at the Sydney SuperDome. This followed the signing of a three-year partnership between the Sydney Swifts, Netball NSW and SOPA for the use of Sydney Olympic Park as their training and match base. This led to the creation of the **Sydney Olympic Park Netball Cup Tournament**
- **National Athletic Championships** (2004) and **All Schools National Athletic Championships**, at the Sydney Olympic Park Athletic Centre
- the top six hockey nations competed in the **BDO Women's Hockey Champions Trophy** at the Sydney Olympic Park Hockey Centre (2003) and four major international teams competed in the **Sydney Olympic Park International Men's Hockey Challenge** in April 2004
- **Pacific Handball Cup**, a qualification event for the World Championships was held at the Sydney Olympic Park Sports Centre
- **The Opals played China** in a three test match series and the West Sydney Razorbacks staged their home games at the Sydney Olympic Park Sports Centre

John O'Neill
Managing Director and CEO,
Australian Rugby Union

“Sydney Olympic Park recreated the amazing, festive atmosphere of the Sydney Olympics and was an ideal place to hold seven key games of Rugby World Cup 2003.”



- **National Rugby League Grand and Preliminary Finals** were held at Telstra Stadium and Sydney Olympic Park is the training base for National Rugby League (NRL) referees
- Wallabies competed for the **Bledisloe and Hopetoun Trophies** at Telstra Stadium
- **ING Cup** matches and the **National Womens Cricket League**, hosted by Telstra Stadium.

Major sports events secured

In 2003-04 it was announced that Sydney Olympic Park will host the 2005 Australian Youth Olympics Festival and the return of both the Australian Swimming and National Athletic Championships. The Park will also host the 2009 World Masters Games.

Active (Urban) Sports facility

SOPA is currently seeking sponsorship from the private sector to develop this world class urban sports facility for skateboarding, BMX and in-line skating activities. It will be located in a 'hub' facility near the Sports Halls and is anticipated to open in early 2005.

Olympic delegations

SOPA works closely with the Australian Olympic Committee and the International Olympic Committee to assist Olympic bid and host cities. This year it hosted delegations from Greece, China and a number of bid cities for the 2012 Games including Rio de Janeiro and London. These visits involve the sharing of expert knowledge.

Olympic insignia

Negotiations with the Australian Olympic Committee regarding the use of protected Olympic insignia were finalised and a Memorandum of Understanding has been signed to protect the Olympic brand.

Olympic Torch Relay

The Olympic Cauldron was lit and the Olympic Torch passed through Sydney Olympic Park on 4 June 2004 on the last leg of the Athens Olympic Games Torch Relay. Olympic legends including Dawn Fraser carried the torch into Telstra Stadium as part of the celebrations.



3

A learning community Education

Building on a strong competitive advantage of central location, unique infrastructure and environment and existing base of education activities, Sydney Olympic Park continues to offer students a wide range of hands-on learning opportunities. Syllabus linked education programs, technology based education initiatives, professional and technical training and research opportunities, and the proposed new ICESM, are contributing to its evolving identity as a campus town.

International Centre of Excellence in Sports Science and Management (ICESM)

In an enterprise partnership between the University of Sydney, the University of Technology, Sydney and SOPA, and with \$7.8 million in funding from the Federal Government, ICESM was announced in June 2004.

Located at Sydney Olympic Park, its primary purpose will be to offer education products and knowledge services in sports science and management.

Dr Brendan Nelson
Minister for Education, Science
and Training

“ICESSM (International Centre of Excellence in Sports Science and Management) based at Sydney Olympic Park, will be the first of its kind world-wide. The Centre will help build Australia’s skills and abilities in a broad range of sports related fields and expand Australia’s international education engagement.”



ICESSM

ICESSM will operate on the international stage, bringing to the world the best Australia has to offer in sports science and management. For example, sports injury management and prevention, sports performance and athlete development, sports engineering and technology, sports tourism and event management.

As well as undergraduate and postgraduate degrees, ICESSM will offer short courses, executive programs, residential programs, certificate courses, seminars and conferences, and education consulting services to sports organisations and governments. It will also support research and development activities in specialised study areas.

Schools education programs

In 2003-04, the Park’s interactive and educational tours and programs were attended by over 90,000 students from Kindergarten to Year 12.

Walks, talks and tours

The Park’s rich and varied ecological environment provided opportunities to run a range of interactive educational tours in 2003-04. School excursion programs in the parklands accommodated 14,000 students.

Environmental education online

Classroom teaching practice in the Department of Education and the metropolitan Catholic Education Commission is to become closely integrated with field excursions to Sydney Olympic Park through online delivery. Students will learn about a range of environmental issues integrated

with the NSW Board of Studies key learning areas. Computer facilities in two key Parklands locations will facilitate delivery of the Parklands Learning Model in its first phase. It is expected that pilot delivery of a six week geography learning sequence will commence in term 1, 2005. Software custom designed by the University of Wollongong will provide a range of pre-excursion, excursion and post-excursion activities in schools and at Sydney Olympic Park. Other learning sequences and additional computing facilities will be rolled out as the project develops.



Education

a learning community



Active Lifestyle Program for schools

The *Active Lifestyle Program* is an exciting new sports program for primary and secondary school students up to Year 10. It aims to introduce students to new forms of exercise, motivate them to become more involved in physical activity, demonstrate how teachers can effectively deliver activities, and provide students with feedback and encouragement on their performance.

All programs are curriculum based and combine practical and theory components. The activities relate to NSW Board of Studies Personal Development, Health and Physical Education (PDHPE) curriculum for Years K-10.

Active Lifestyle will be run by qualified coaches and a coordinator has been appointed to oversee its management and ongoing development. Marketing for the program will commence in 2004.

Questacon

Australia's leading interactive science and technology centre, Questacon, which is based in Canberra, operated a satellite exhibition at Sydney Olympic Park between 27 September and 14 December 2003. It included Sports Quest and NRMA RoadZone and attracted 5,000 primary and high school children aged 8-14. Fifty percent attended in family groups and fifty percent on school excursions. Feedback from school excursion coordinators indicated the exhibition was both relevant to the curriculum and fun for the children. It also suggested that a larger scale Questacon exhibition in Sydney Olympic Park would be well received.

TAFE Study Tours

Further to the Memorandum of Understanding signed between TAFE NSW – South Western Sydney Institute and Sydney Olympic Park in 2002, a One-Week English Language Study Tour, targeting Chinese and Japanese students through key Inbound Tour Operators, was developed in early 2004.

An additional four courses will be launched in late 2004 and co-marketed with TAFE NSW – South Western Sydney Institute:

- one-day study tour – Major Event Management
- one-week study tour – Aquatic Supervision
- one-week study tour – Administration and Events Management
- one-week study tour – Sports Officiating.



Wetland Education and Training workshops

For the third year running, SOPA ran Wetland Education and Training (WET) workshops, which combine experiential learning and seek to build participants' skills in Wetland Ecology Management. Three separate workshops attracted attendees from all tiers of Government, universities, non-Government authorities and industry.

Art at the Armory

Building on the highly successful ArtExpress exhibitions of outstanding artworks of Higher School Certificate Visual Arts students, SOPA conceptualised and launched Art at the Armory during summer 2003-04. Over 120 ArtExpress works from the past 20 years were exhibited at Newington Armory. To support visitation, SOPA consulted with the NSW Department of Education to develop a school excursion program to meet Visual Arts curriculum outcomes for Stages 4, 5 and 6. The excursion comprised an interpretative guided tour of historic Newington Armory, exhibition viewing and investigation of the visual properties of the site by students to identify an appropriate setting for public artwork.

4

An information community Science and technology

Science and technology is one of the six economic drivers for a living, working, learning and leisure community at Sydney Olympic Park. Parklands research (ecological and environmental), resource management, and interactive technology based education programs are ongoing investments that improve the community's lifestyle. In 2003-04 there has been a focus on scientific and technological advancements within the Park's natural environment.

Double victory at 2003 Energy Smart Awards

SOPA was one of six winners of the Energy Smart Green Globe Awards for innovations that make real gains in sustainable energy generation and reducing greenhouse emissions.

The Award recognised that SOPA purchases 25% Green Power*, which far exceeds the 6% requirement set by NSW Government. In a double victory, SOPA's Manager of Energy and

Water, Andrzej Listowski, was also recognised as the 2003 Government Energy Champion for his innovative leadership in managing energy use and reducing greenhouse gas emissions.

*Green Power is power derived from accredited renewable energy sources.

“I congratulate these organisations for winning an Energy Smart Green Globe Award for innovations that make real gains in low emission and sustainable energy generation projects.”



Renewable energy

SOPA is committed to increasing the use of renewable energies in order to reduce generation of carbon dioxide (CO₂). Its Sustainability Strategy establishes a minimum level of 25% Green Power.

In 2003-04, the Park's renewable energy use performance included:

- saving approximately 1,873 tonnes of CO₂ emissions
- maintenance of proportion of Green Power purchased at 25%
- almost 100% sewage or 672 million litres was biologically treated and reused
- 220 million litres of rainwater was collected, stored and reused
- 885 million litres of water was saved due to water recycling at the Park.

Scientific research and wetlands ecology

Monitoring and research programs are conducted by SOPA staff, external ecologists and scientists, community volunteers and research students. They provide valuable information about the ongoing ecological health of the Park and assist SOPA to incorporate the protection and management of its ecological assets and values into its management strategies, visitor programs, educational and other interpretive programs.

Studies in constructed soils and vegetation health (including use of satellite imagery as a monitoring tool) were implemented to assess the effectiveness of restoration efforts and improve planting success under various conditions. This information will aid development of a site wide planning strategy.

During 2003-04 there has been a focus on increasing the understanding of the ecology and management options for three degrading wetlands – Nuwi, Waterbird Refuge and Saltwater Billabong.

Please refer to Appendix G for a full list of research projects undertaken during 2003-04.



Science and technology

an information community



In-house technology

In 2003-04, SOPA continued to advance in-house technology to better service the business, customers and other stakeholders. Three new technology solutions were:

- **ACCPAC CRM database software package** will help SOPA to manage increasingly complex customer relationships. The initial phase involved customisation and consolidation of database sources from five business areas and a staged rollout across all of SOPA is currently being implemented
- **World.Net ResPlus Reservation System** was purchased to enable real-time inventory management, supplier information collection, e-commerce functionality and collation of all financial information applicable to tour and product bookings
- **Micros point of sale system** was purchased for the Visitor Gateway to improve operational efficiency. It will enable SOPA to track spending and promotion results and provide product demand analysis

- **Databank** continues to provide decision support for centralised planning in the parklands and identification of operational and educational needs. Databank stores historic digital documents, datasets, technical reports, Geographical Information System (GIS) layers, research, images and other decision support tools.

Databank activities in 2003-04 included:

- development of database systems for capturing, storing and reporting bird monitoring data, leachate monitoring and surface water quality monitoring
- GIS demonstrations of the technical aspects and value of mapping tidal inundation using SOPA GIS systems at the WET workshops
- preparation of a detailed terrain model for Wanngal Wetland hydraulic modelling project
- data analysis for marketing and promotions purposes.

Prime Minister's Science, Engineering and Innovative Council

Highly regarded for leadership in water management and recycling, SOPA received further acknowledgement in the field with the appointment of Andrzej Listowski, SOPA Manager Water and Energy, to the Prime Minister's Science, Engineering and Innovative Council. The Council reports to the Prime Minister and a range of Federal Government Ministers and Department Heads on a national approach to the re-use of urban waste water. Andrzej has been at Sydney Olympic Park since 1994 and was instrumental in designing and implementing WRAMS, the Park's integrated urban water strategy, which is recognised in Australia and overseas as the first of its kind.

5

A healthy community Leisure, health and wellbeing

The Park's unique sports and recreation venues, extensive parklands and riverside setting offer a singular opportunity for an holistic approach to leisure, health and wellbeing. Recreational pursuits, community events, interest tours, markets and holiday programs all contribute to an active leisure lifestyle and in 2003-04 there were 739,000 visitors to Bicentennial Park alone.

Cycling in the Park

Sydney Olympic Park was selected as one of the 12 best Sydney cycling routes in the *sydney magazine* (May 2004) and one of the top 25 rides in Bicycle NSW's *Cycling Around Sydney* (June 2004).

With the largest off-road network (30 km) for a single destination in Sydney and a total of 40 km of cycle lanes, the Park caters for the cycling needs of children and adults including leisure, tourism,

training and commuting. Bike Hire was launched on 8 May 2004 and has 30 bikes for hire. The Park has already become a meeting place for cycle clubs and community groups.

Leisure, health and wellbeing

a healthy community



Creating a premier recreation destination

During 2003-04, SOPA actively promoted the Sydney Olympic Park brand and directed its marketing communications to highlight its strong range of leisure experiences. To ensure positive visitor experiences SOPA responded to consumer feedback by:

- opening the Sydney Olympic Park Visitor Gateway
- providing sheltered seating areas
- providing a children's cycle loop at Wentworth Common and installing on-road cycle lane safety signage
- installing vibrant photography along Olympic Boulevard to create a livelier atmosphere
- renaming venues and installing signage on arterial roads to reduce confusion about the Park's name and location
- creating new and revised tours
- piloting new leisure products and programs such as the Bicycle Strategy, Bike Hire, Kids in the Park school holiday programs and sports participation clinics.

Visitor Gateway

The Visitor Gateway to Sydney Olympic Park was officially launched by The Hon. Sandra Nori, MP, Minister for Tourism and Sport and Recreation, and Minister for Women, on 14 September. It will enable the annual 6.8 million visitors to the Park to learn about the Park's history and heritage, experience the Olympic legacy, see what's happening day-to-day, and glimpse a vision of the site in years to come.

Tours

Customer feedback has been instrumental in informing a comprehensive enhancement and review of all tour programs in the Park in 2003-04. Alterations to tour content and operation led to a 15% increase in monthly attendance for Sydney Olympic Park tours in 2003-04. The most popular were the 'Games Trail Walking Tour' and the 'Parklands Express Tour' that incorporated a ride on Bicentennial Park's road train.

Community events

Sydney Olympic Park Alive!

The annual celebration of the Sydney 2000 Olympic Games attracted 31,000 visitors on 14 September to take part in more than 20 free events and activities. Highlights included a tour of the venues with trainers and athletes, the Flora Marathon, Olympians Dinner, the Westmead Children's Hospital Teddy Bear's Picnic, and obtaining the new Guinness World Record for the World's Biggest Dog Wash led by Dr Harry of Channel 7's *Harry's Practice*.

Australia Day 2004 – Best Cultural Event, Local Government Awards

SOPA and Auburn Council were jointly awarded Best Cultural Event at the Local Government Awards 2004. More than 10,000 people attended the Australia Day 2004 celebrations.

Carols by the Cauldron

More than 5,000 attended this increasingly well attended annual event for the local community.

Tree Planting Day

Over 2,000 trees were planted on National Tree Day 2003.

Celebrating cultural diversity

Arabic Carnivale and the Australia-India Fair attracted 12,000 visitors each to their respective community events at the Sydney Olympic Park Athletics Centre and Kulcha Festival and Ritmo

Bruce Ashley
Cycling Around Sydney,
the complete guide to Sydney's best rides.
 (A Bicycle NSW Publication, 2004)

“Sydney Olympic Park is becoming Sydney’s (and Australia’s for that matter) cycling heaven because it has so much to offer – at a location where no expense has been spared to create a wonderful cycling environment among the sporting venues and natural ecology.”



Brazilian Festival each attracted 5,000 visitors. These events offer a major opportunity for Sydney’s various ethnic communities to meet and celebrate their culture, history and cuisine with other Australians through entertainment, participation and market stalls.

Ride the Park attracted 650 family riders and raised \$20,000 for the Northcott Society and Rotary Bike ride attracted 1,500 family riders.

TNT Walk for Hunger

Over 1,000 people participated in the walk at Bicentennial Park.

Community familiarisation tours

Since August 2003, seven Community Familiarisation tours have been conducted in the parklands involving over 54 representatives of 12 organisations and community groups. Visitors joined a guided tour specifically tailored to their needs and interests. Participants to date are:

- Royal Blind Society (Independent Living Service)
- Alternative Technology Association
- Auburn Community Development Network
- Australia Council
- Create Australia

- Philippino Australian Community Services Inc
- Rotary International, Parramatta Branch
- Auburn After Hours Respite
- Arablink Respite Centre
- Probus Club of Lidcombe
- Guildford Community Respite Care
- Paraplegic and Quadriplegic Association of NSW (ParaQuad).

Planning health, wellness and lifestyle facilities

In 2003-04 SOPA sought expressions of interest from parties interested in establishing enterprises that promote wellness. For example, spas, health retreats, wellness education, alternative medicine and other health activities that promote exercise, fitness, nutrition and stress management.

Healthy Parks, Healthy People

Healthy Parks, Healthy People aims to promote the mental and physical benefits of spending time in parks. The program is managed by the Sydney Urban Parks Education and Research (SUPER) Group and participating organisations include: SOPA, NSW National Parks and Wildlife Service (Department of Environment and Conservation), Parramatta Park Trust,

Centennial Parklands, Botanic Gardens Trust, Sydney Harbour Federation Trust, NSW Department of Infrastructure, Planning and Natural Resources, NSW Health, Department of Tourism, Sport and Recreation and The Asthma Foundation of Australia.

Sports participation

Participation in individual and team sports from local residents, students and workers, continues to increase. A range of school programs for primary and secondary schools, school holiday programs, after school programs and special coaching activities are delivered in the venues. Sports such as trapeze and archery, as well as the more traditional swimming, basketball, gymnastics and netball are played in the Park each day. Lunchtime sport is also attracting competitors from the surrounding businesses to compete in netball, volleyball, indoor soccer and touch football.

6

A creative community

Culture, arts, food and entertainment

Sydney Olympic Park is building on its strong existing public art and performing arts heritage to attract a creative community that will establish the Park as a vital entertainment hub for Greater Western Sydney, the people of Sydney and for everyone who visits, lives, works, plays and learns here.

Sydney Festival, Of Angels and Light, January 2004

Giant handpainted Baroque spheres, mystical apparitions and flying silhouettes, acrobats and angels floating high above Olympic Boulevard, lightshows, dancers and

exquisite music. For the first time, the Sydney Festival chose to hold its free opening outdoor event at Sydney Olympic Park. The magnificent and ethereal

night-time performances by the Italian company, Studio Festi, drew record nightly crowds totalling 70,000 spectators over three nights.

Brett Sheehy
Festival Director,
Sydney Festival 2004

“People asked me why I moved the Festival to the west. I tell them I haven’t moved it to the west, I’ve brought it to Sydney!”



Arts and Culture Strategy

The Arts Strategy was endorsed by the SOPA Board in December after extensive internal and external consultation. It will have a key role in contributing to the town’s vibrancy, economic sustainability and growth. The Arts Strategy covers a 10-year period and its four key strategies are to:

- establish Sydney Olympic Park’s brand position as a creative community, for example, by attracting arts and culture workers to be based on-site
- utilise space to drive cultural activity, for example, by implementing a staged infrastructure plan
- establish organisational capability, for example, by appointing a leadership position to deliver the strategy

- build activity from a community level, for example, by appointing a community reference panel.

The Glass Garden

As part of the Sydney Festival program, this contemporary music theatre production was successfully presented at Building 18, Newington Armory in January. It was completely booked out and provided a great opportunity to test an evening event in one of the heritage buildings at the Armory.

Boulevard Market

SOPA sought the expertise of ETCOM, ethnic media specialists, to develop a market concept that would meet the needs of local multicultural communities and provide a unique point of difference to many competing markets in Sydney. The format of the monthly Sunday markets was changed

in 2003-04 to reflect a specific multicultural theme.

Overall, attendance increased to 21,200 in 2003-04 with the largest attendance recorded in June 2004 at over 5,500 visitors.

Opening of the Newington Armory

Formerly the Royal Australian Navy Armament Depot, the opening of the Newington Armory on 15 February 2004 attracted 800 visitors. The 52-hectare site is rich in naval, heritage and environmental history and includes more than 100 heritage buildings dating from the late 19th Century, as well as an historic light rail system.

In the period to June 2004 over 2,650 ticketed visitors had the opportunity to tour this culturally significant site.

SOPA was awarded First Prize in the Tourism Category at the **2004 EnergyAustralia National Trust Heritage Awards** for its significant achievement in developing and presenting Secrets Revealed.



Culture, arts, food and entertainment

a creative community



Aboriginal History and Connections Program

The Program was established in April 2002 to compile an account of past and contemporary Aboriginal connections with the site through archival, historical and archaeological research, as well as Aboriginal oral history. Its research is informing the renaming of sites within the Park (for example, Wanngal Woodlands) and will contribute to tourism plans to showcase Sydney Aboriginal life, history and culture and Aboriginal Cultural Heritage at the Park.

In March 2004, the Metropolitan Local Aboriginal Land Council joined with the Aboriginal History and Connections Program to host the first in its Connections Network Forum series. The Forums are open to Aboriginal people only and will guide recommendations on Indigenous cultural knowledge management.

Movie programs

Free Movies in The Overflow

SOPA continued the highly popular program during school holidays in 2003-04. First release and blockbuster movies shown on the outdoor screen attracted over 26,000 visitors, an increase of 35% on the previous year.

Short Soup

The focus of the short film festival was multiculturalism and, in

partnership with CINEWEST, it presented and promoted culturally diverse communities in the Western Sydney region.

Drive In Movies

These were held over three weekends (nine screening nights) in May 2004 in the P5 Carpark. This first time retro event sold out on three nights and attracted some 1,300 cars overall.

Royal Easter Show 2004

SOPA's largest annual event brought together country and city, young and old in its seventh year at Sydney Olympic Park. This year 951,000 attended the Show.

Would You Like Music With That? and RED, Stalker Theatre Company

SOPA hosted a second season of Would You Like Music With That? in February 2004. The free outdoor food and jazz /opera music event was attended by 5,000 visitors over two nights. Stalker Theatre Company provided pre-event and intermission entertainment with their unique performance of RED.

Sydney Dreaming

The first in a series of dreamtime performances was held in Bicentennial Park in 2002-03 and the second in The Overflow in December 2003. Sydney Dreaming, *Walanbadu*, was a joint

production between SOPA and Public Event Group (PEG). The free event attracted approximately 5,000 people over two nights. The *Walanbadu* ceremony (meaning Rain Cleansing) was the second of the five rites of passage ceremonies and blended the traditional Indigenous ceremony with contemporary dance, music and staging.

Customer research for the event showed positive satisfaction exceeded 95%, and 18% of the audience said they had attended the event in 2002. Eighteen per cent of visitors identified themselves, or were in a group that identified themselves, as Aboriginal/Torres Strait Islander.

Event extension activity

During 2003-04, SOPA staged a number of event extension activities for major events at Telstra Stadium. Most notably this included Rugby Zone at the 2003 Rugby World Cup and activities at the National Rugby League Grand Final, the State of Origin and Swans matches. Event extension activities help to alleviate peak commuter patterns as well as enhance the visitor experience within the precinct. Over \$100,000 was generated in concession income from food and beverage stalls.

Managing the Place

The \$2 billion natural and built assets in the 640-hectare Sydney Olympic Park is managed on a day-to-day basis by SOPA to ensure a positive experience for everyone visiting the site. Transport, development, asset maintenance, capital works, parking and venue management are all critical to SOPA's place management functions.

Telstra Stadium

The \$70 million reconfiguration of Telstra Stadium was completed in 2003. It now holds 83,500 spectators, 70% of whom are under cover, and is able to change to oval or rectangular mode in just eight hours – oval for AFL and

cricket and rectangular for Rugby League, Rugby Union and soccer. Prior to the reconfiguration the stadium held the world record for crowd attendance in rugby Union (109,874) and Rugby League (104,583).

Managing the Place



Maintaining the asset

The SOPA Board endorsed the Public Domain Strategy for the town centre in September. The strategy will facilitate capital works programming and the identification of projects and developer negotiations, enabling implementation of public domain projects in the town centre.

A Public Domain Strategy for the town centre to address the interface between development proposed on Sites 3, 5, 6 and 7 and the treatment of the public domain has been prepared. A key part of this strategy was the re-opening of Olympic Boulevard north of the Yulang which allows traffic and transport to connect from east to west along the Boulevard, except during major events.

Capital works

During 2003-04, a total of 12 key capital works projects were undertaken throughout the Park as part of a program totalling \$10.8 million. These resulted in significant improvements and additions to key infrastructure, the provision of a new Visitor Gateway, increased availability of green space and parklands for members of the general public and an overlay of SOPA branding for participating venues on-site. See Appendix C for a full list of capital works projects undertaken in 2003-04.

Venue management

In 2003-04 approximately 15% of SOPA's overall operating budget was allocated to venues in the form of operating subsidies, maintenance funds and promotion and branding initiatives. Significant funding and support was provided to:

Sydney Olympic Park Aquatic and Athletic Centres

- Marketing and promotion strategic development
- Venue rebranding support for signage, collateral and uniforms

- Funding to secure the Australian Swimming Championships and National Athletics Championships for 2004
- Funding of essential maintenance and re-tiling work

Sydney Olympic Park Sports Centre, Hockey Centre and Sports Halls

- Funding the design and construction of the Sports Centre lobby upgrade including redevelopment of the foyer, reception area and Ticketek office
- Part funding for two Electronic Video Score Board Screens for instant replays, advertising and scoring updates
- Funding of initial concept development for the Urban (Action) Sports Facility at the Sports Halls
- Venue rebranding support for signage, collateral and uniforms.

Ken Edwards
Telstra Stadium
Chief Executive Officer

“The new roof design provides cover for a large area at the northern and southern ends of the Stadium...the final outcome is a common sense compromise between form and function and is a great result for everyone concerned.”



Telstra Stadium

- Part funding of a review of a tour experience that encapsulates major event memories from the 2000 Olympic Games and Rugby World Cup 2003

All venues including Sydney SuperDome, Sydney Showground, Sydney Olympic Park Golf Centre and Archery Park received ongoing support in the form of cooperative marketing and branding activities and promotion via key marketing communications campaigns.

Parking

Over 1 million vehicles parked on-site in 2003-04 and parking revenue increased to \$7.873 million. The increase was due to a combination of more events and higher parking fees (from \$2 to \$3 per hour and from a daily minimum of \$10 to \$15).

Customer service survey

A customer survey in February 2004 showed the average level of satisfaction with current service standards across the Park was 83%. This compares favourably with an average of 74% for larger local government parkland areas in Sydney.

Interpretation

Short stories about Sydney Olympic Park's rich and varied history were etched in 20 metal interpretation signs that were installed throughout the parklands in 2003-04. The 20 stories include use of the forest by the Aboriginal owners of the land through to stories of naval history dating from the Boer War to East Timor. These layers of history fit within the general themes of environment, history, regeneration, renewal and the future 'Spirit of Place'.



Support services

The brand vision for Sydney Olympic Park is setting a standard of excellence for the creation of a community and place where people can live, work, play and learn. It guides the Park's development while leveraging its unique combination of assets and facilities. Development of this vision is informed by ongoing communication and consultation with SOPA's diverse stakeholders.

Sydney Olympic Park Visitor Gateway

The new Visitor Gateway was opened by The Hon. Sandra Nori, MP, the Minister for Tourism and Sport and Recreation, and Minister for Women in October 2003. It offers Sydney Olympic Park visitors, expected to number

10 million annually by 2010, a high tech interactive introduction to all the Park has to offer.

The Hon. Sandra Nori, MP
Minister for Tourism and Sport and
Recreation, and Minister for Women

“Sydney Olympic Park is one of the most interesting, culturally rich and inspiring places in Australia. The new Visitor Gateway will enable visitors to experience and enjoy the history and heritage of the Park; the Olympic legacy; see what’s happening day-to-day while getting a glimpse of the vision for the site in years to come.”



The Sydney Olympic Park brand

Extensive ongoing research of consumer and stakeholder perceptions and expectations has provided the basis for the Sydney Olympic Park Brand Strategy and, in 2003-04, SOPA continued its brand recognition and awareness campaign in the Sydney market.

Following the change of RTA road signs, an integrated public relations campaign was undertaken with media and key stakeholders that aimed to reduce the incidence of referral to the Park as 'Homebush Bay' and consolidate its name/location as 'Sydney Olympic Park'. Its success was evident from the annual benchmark research results in June 2004 which showed that Sydneysiders have significantly increased spontaneous awareness of Sydney Olympic Park (from 25% to 37%) and significantly decreased spontaneous awareness of Homebush Bay (from 42% to 28%) in the past year.

To support the message and unite the venues within the Park under the Sydney Olympic Park brand, venue name titles such as 'International', 'State', 'NSW' and 'Sydney' were replaced with 'Sydney Olympic Park'. Customer feedback has indicated the consistent naming and branding of many of the major sporting venues has minimised confusion for visitors and reinforced the depth of offer in the Park.

In June 2004, SOPA's annual consumer research was completed for the third consecutive year and a quantitative survey was also carried out with the local community (residents within 5 km of the Park). Findings from the two studies showed that in 2003-04:

- 75% of all Sydneysiders visited Sydney Olympic Park with an average claimed frequency of 2.9 visits overall and five visits from the local community
- the strength of commitment to Sydney Olympic Park as a leisure destination was maintained while other competitive venues lost ground

- Sydney Olympic Park's image grew significantly in the western and northern suburbs of Sydney, with between 70% and 85% of respondents from these areas agreeing that Sydney Olympic Park 'has something for everyone' and 'is one of Sydney's premier recreation locations'.

Leisure marketing

In the Sydney market, SOPA continued the primary marketing campaign of *What's On* to encourage Sydneysiders to visit the Park. ETCOM, an ethnic media expert, worked closely with SOPA to attract visitors of non-English speaking backgrounds for the Boulevard Market, Sydney Dreaming, Would You Like Music with That? and a range of other events. *What's On* attracted record numbers of visitors to attend events and participate in other Park activities.

In 2003-04 Events Feedback surveys indicated greater than 85% 'very satisfied' across all SOPA managed events.

Support services



Customer comments have been used extensively to inform improvements in event operations and improve cost effectiveness in targeting appropriate communication channels. Specific operational improvements have also been made as a result of customer feedback at events. They include:

- enhanced food and beverage selections
- improved lighting and sound for outdoor events in The Overflow
- improved available seating
- enhanced event signage and wayfinding.

Tourism marketing

In 2003-04 SOPA signed a Memorandum of Understanding with Tourism Sydney and took up a Gold Corporate Partnership with the Australian Tourism Export Council.

SOPA was represented at two major domestic and international tourism tradeshows in 2004: The Australian Tourism Export Council Symposium, where appointments were held with 30 key inbound tour operators, and at Australian Tourism Exchange in Melbourne, where appointments were held with 180 international wholesale buyers.

Specialty Meeting Venue Award

Sydney Showground won the Specialty Meeting Venue Award at the prestigious Meetings Industry Association of Australia (MIAA) NSW Awards Ceremony 2004.

Education marketing

Workshops held with the Park's venues and with primary and secondary school teachers and key personnel in Department of Education and Training, Catholic Schools and the Independent Schools Association have informed development of an integrated education marketing strategy for the Park. The strategy includes new product development and joint communication and marketing strategies and will be implemented in 2004-05. Its aim is to maximise education visitation by schools to the Park.

Stakeholder communications

SOPA produces a quarterly newsletter for media and Government stakeholders, a quarterly newsletter for the local community, bi-monthly staff newsletter and numerous consumer flyers, brochures, newsletters and press releases to communicate activities in the Park. In addition, scientific reports, planning reports, State of Environment report and business-to-business marketing collateral is produced by SOPA marketing. See Appendix J.

Website

SOPA conducted web usability research in key user groups in November 2003 and used qualitative research to inform changes to the website. These include improved design and layout and streamlined content.

This has contributed to a 153% increase in visitors to the website with an average monthly visitation of over 40,000, up from 17,000 last year.



Customer service

In June 2004 all staff completed a customer service training program developed and run in conjunction with TAFE NSW – South Western Sydney Institute. The program aimed to assist staff to deliver higher quality customer service across the organisation, to create a memorable and distinctive experience for visitors to the Park and to develop a customer focussed culture within SOPA.

Staff matters

SOPA provides direct personnel services to line managers and staff and manages the interface with the Central Corporate Services Unit (CCSU) within the Department of Commerce. The CCSU provides payroll, staffing and leave administration services for SOPA on a fee for service basis.

In 2003-04 an electronic Employee Self Service (ESS) system was implemented to provide online access to pay, leave and service history and balances for staff. This has resulted in real time updating of employee records and reduction in paper transactions.

Human resource and related policies and procedures developed during the year include: Exit Procedures, Assistance with the Purchase of Annual Public Transport Tickets and Vaccination and Screening.

Salary packaging was implemented for staff at all levels within the organisation and provided a range of benefit options cost neutral to SOPA.

SOPA implemented its Performance Management System in September 2003 to align tasks and responsibilities with corporate and business objectives and provide valuable feedback to staff on their performance.

Corporate training programs were held during the year in the areas of Records and Information Management, OH&S Awareness, Customer Service, Performance Management, Recruitment Selection, and Emergency Procedures.

Financial Statements



SydneyOlympicPark

Sydney Olympic Park Authority, 7 Figtree Drive, Sydney Olympic Park NSW 2127

SYDNEY OLYMPIC PARK AUTHORITY Financial Statements for the Year Ended 30 June 2004

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 2004 and transactions 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 (General) Regulation 2000, 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.

D Richmond AO
Chairman

B Newman
Chief Executive Officer

28 September 2004



GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT SYDNEY OLYMPIC PARK AUTHORITY

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the Sydney Olympic Park Authority:

- (a) presents fairly the Authority's financial position as at 30 June 2004 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 41B of the *Public Finance and Audit Act 1983* (the Act).

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

The Board's Role

The financial report is the responsibility of the members of the Board of the Sydney Olympic Park Authority. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows and the accompanying notes.

The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Board in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Board members had not fulfilled their reporting obligations.

My opinion does *not* provide assurance:

- about the future viability of the Authority,
- that it has carried out its activities effectively, efficiently and economically, or
- about the effectiveness of its internal controls.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements.

The Act further promotes independence by:

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

A Oyetunji CPA
Assistant Director of Audit

SYDNEY
30 September 2004

Statement of Financial Performance

for the year ended 30 June 2004

	Notes	Actual 2004 \$'000	Budget 2004 \$'000	Actual 2003 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	15,533	17,404	16,352
Other operating expenses	2(b)	34,179	32,663	37,432
Maintenance		11,848	10,459	10,521
Depreciation and amortisation	2(c)	43,018	45,333	44,288
Grants and subsidies	2(d)	3,787	5,105	3,237
Other expenses	2(e)	–	–	27,543
Total Expenses		108,365	110,964	139,373
Less:				
Retained Revenue				
Sale of goods and services	3(a)	17,346	14,654	14,251
Investment income	3(b)	2,787	2,447	5,382
Retained fees and fines	3(c)	393	210	338
Grants and contributions	3(d)	615	420	5,530
Other revenue	3(e)	70,359	62,619	28,936
Total Retained Revenue		91,500	80,350	54,437
(Loss) on disposal of non-current assets	4	(9)	–	(462)
Net Cost of Services	23	16,874	30,614	85,398
Government Contributions				
Recurrent appropriation	6	40,319	40,619	40,919
Capital appropriation	6	12,850	12,850	27,877
(Asset sale proceeds transferred to the Crown Entity)		(20,694)	(20,694)	–
Acceptance by the Crown Entity of employee benefits and other liabilities	7	1,534	690	1,649
Total Government Contributions		34,009	33,465	70,445
SURPLUS / (DEFICIT) FOR THE YEAR	19	17,135	2,851	(14,953)
Net increase in asset revaluation reserve	13	248,274	–	–
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY		248,274	–	–
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS		265,409	2,851	(14,953)

The accompanying notes form part of these statements.

Statement of Financial Position

as at 30 June 2004

	Notes	Actual 2004 \$'000	Budget 2004 \$'000	Actual 2003 \$'000
ASSETS				
Current Assets				
Cash	9,15	28,305	29,371	33,463
Receivables	10	23,002	22,661	22,951
Inventories	11	62	26	26
Total Current Assets		51,369	52,058	56,440
Non-Current Assets				
Receivables	10	51,202	49,537	66,516
Inventories	11	14,579	14,870	13,920
Other financial assets	12	–	–	–
Property, Plant and Equipment				
Land and Buildings		1,307,166	1,097,007	1,113,995
Plant and Equipment		94,304	5,433	6,323
Infrastructure Systems		412,849	518,051	535,667
Total Property, Plant and Equipment	13	1,814,319	1,620,491	1,655,985
Other	14	270,746	270,746	216,762
Total Non-Current Assets		2,150,846	1,955,644	1,953,183
Total Assets		2,202,215	2,007,702	2,009,623
LIABILITIES				
Current Liabilities				
Payables	16	12,110	11,688	18,638
Provisions	17	1,091	4,049	4,049
Other	18	2,192	1,854	1,008
Total Current Liabilities		15,393	17,591	23,695
Non-Current Liabilities				
Provisions	17	177	4,410	4,410
Total Non-Current Liabilities		177	4,410	4,410
Total Liabilities		15,570	22,001	28,105
Net Assets		2,186,645	1,985,701	1,981,518
EQUITY				
Reserves	19	248,274	–	–
Accumulated funds	19	1,938,371	1,985,701	1,981,518
Total Equity		2,186,645	1,985,701	1,981,518

The accompanying notes form part of these statements.

Statement of Cash Flows

for the year ended 30 June 2004

	Notes	Actual 2004 \$'000	Budget 2004 \$'000	Actual 2003 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(14,643)	(16,022)	(15,304)
Grants and subsidies		(4,166)	(5,105)	(3,560)
GST remitted to the ATO		(405)	–	(447)
Other		(65,288)	(43,752)	(54,916)
Total Payments		(84,502)	(64,879)	(74,227)
Receipts				
Sale of goods and services		38,414	29,343	14,558
Retained fees and fines		393	–	338
Interest received		1,409	1,213	1,160
GST received from the ATO		7,633	–	9,092
Other		19,654	14,465	15,524
Total Receipts		67,503	45,021	40,672
Cash Flows From Government				
Recurrent appropriation	6	40,319	42,620	40,919
Capital appropriation	6	12,850	10,789	27,877
Asset sale proceeds transferred to the Crown Entity		(20,694)	(20,694)	–
Cash reimbursements from the Crown Entity		760	690	692
Net Cash Flows From Government		33,235	33,405	69,488
NET CASH FLOWS FROM OPERATING ACTIVITIES	23	16,236	13,547	35,933
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Plant and Equipment		–	–	44
Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems		(21,394)	(17,639)	(26,990)
Other		–	–	(1,479)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(21,394)	(17,639)	(28,425)
NET INCREASE/(DECREASE) IN CASH		(5,158)	(4,092)	7,508
Opening cash and cash equivalents		33,463	33,463	20,359
Cash transferred in (out) as a result of administrative restructuring		–	–	5,596
CLOSING CASH AND CASH EQUIVALENTS	9	28,305	29,371	33,463

The accompanying notes form part of these statements.

Summary of Compliance with Financial Directives

for the year ended 30 June 2004

2004

	Recurrent Appropriation	Expenditure Net Claim on Consolidated Fund	Capital Appropriation	Expenditure Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000
ORIGINAL BUDGET APPROPRIATION / EXPENDITURE				
Appropriation Act	42,620	40,259	10,789	12,850
Additional Appropriations	–	–	–	–
Transfers	(2,061)	–	2,061	–
TOTAL	40,559	40,259	12,850	12,850
OTHER APPROPRIATIONS / EXPENDITURE				
Treasurer's Advance	60	60	–	–
TOTAL	60	60	–	–
Total Appropriations / Expenditure (includes Transfer Payments)	40,619	40,319	12,850	12,850
Amount drawn down against Appropriation		40,319		12,850
Liability to Consolidated Fund		–		–

2003

ORIGINAL BUDGET APPROPRIATION / EXPENDITURE				
Appropriation Act	39,422	39,422	18,149	18,149
Additional Appropriations	–	–	–	–
Transfers	–	–	–	–
TOTAL	39,422	39,422	18,149	18,149
OTHER APPROPRIATIONS / EXPENDITURE				
Treasurer's Advance	1,500	1,497	9,728	9,728
TOTAL	1,500	1,497	9,728	9,728
Total Appropriations / Expenditure (includes Transfer Payments)	40,922	40,919	27,877	27,877
Amount drawn down against Appropriation		40,919		27,877
Liability to Consolidated Fund		–		–

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

Notes to the Financial Statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

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

The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

(b) Basis of Accounting

The Sydney Olympic Park Authority was established as a statutory body. However, it prepares its financial statements in accordance with the Financial Reporting Code as directed by the Treasurer.

The Authority's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB)
- Urgent Issues Group (UIG) Consensus Views
- the requirements of the *Public Finance and Audit Act and Regulations* and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncements of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS6 "Accounting Policies" is considered.

Except for certain investments, land and buildings, plant and equipment, and infrastructure systems, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

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

(c) Revenue Recognition

Revenue is recognised when the agency has control of the good or right to receive, it is probable that the economic benefits will flow to the agency, and the amount of revenue can be measured reliably.

Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

(i) *Parliamentary Appropriations and Contributions from Other Bodies*

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the agency obtains controls over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

(ii) *Sale of Goods and Services*

Revenue from the sale of goods and services comprises revenue from the provision of products or services i.e. user charges. User charges are recognised as revenue when the agency obtains control of the assets that result from them.

(iii) *Investment Income*

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS17 "Accounting for Leases".

(d) Employee Benefits and Other Provisions

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

Liabilities for salaries and wages and annual leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

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.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expensed where the employee benefits to which they relate have been recognised.

(ii) *Long Service Leave and Superannuation*

The Authority's liabilities for long service leave and superannuation are assumed by the Crown Entity. 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".

Long service leave is measured on a present value basis. The short-hand method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique

Notes to the Financial Statements

produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formula 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' salaries. 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.

(e) Insurance

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

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

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

Revenues, 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.
- receivables and payables are stated with the amount of GST included.

(g) 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 determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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. See also assets transferred as a result of an administrative restructure. Refer Note 1(s).

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

(h) Plant and Equipment

Plant and equipment costing \$5,000 and above individually are capitalised.

(i) Revaluation of Physical Non-Current Assets

Physical non-current assets are valued in accordance with the "Guidelines for the Valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 from financial years beginning on or after 1 July 2002. There is no substantive difference between the fair value valuation methodology and the previous valuation methodology adopted in the NSW public sector.

Where available, fair value is determined having regard to the highest and best use of the asset on the basis of current market selling prices for the same or similar assets. Where market selling price is not available, the asset's fair value is measured at its market buying price ie the replacement cost of the asset's remaining future economic benefits.

Each class of physical non-current assets is revalued 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 last revaluation was completed on 1 July 2003 when land and buildings and plant and equipment were revalued by the State Valuation Office.

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

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Otherwise, any balances of accumulated depreciation existing 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 reserve, 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 surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

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

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.

Notes to the Financial Statements

(j) Depreciation of Non-Current Physical Assets

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 shorter useful lives, including those components that in effect represent major periodic maintenance.

Land is not a depreciable asset.

Depreciation rates for these asset categories are as follows:

- Buildings including facilities and sporting venues
2% - 20% per annum
- Computer equipment
25% 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

(k) Maintenance and Repairs

The costs of maintenance 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.

(l) Leased Assets

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

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

All of the Authority's current lease arrangements are classified as operating.

(m) Receivables

Receivables, other than those outlined in note 1(v) Right to Receive, are recognised and carried at cost based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(n) Inventories

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost method. This year's figures include property inventory for sale.

(o) Investments

The Authority's marketable deposits are valued at cost. The Authority's investments are all classified as current investments.

(p) Other Financial Assets

"Other financial assets" are generally recognised at cost, with the exception of TCorp Hour-Glass Facilities and Managed Fund Investments, which are measured at market value.

For non-current "other financial assets", revaluation increments and decrements are recognised in the same manner as physical non-current assets. Refer Note 1(i).

(q) Major Repairs Funds

Under the terms of the lease between the Authority and the Royal Agricultural Society of New South Wales, the Authority is required to maintain a Major Repairs Fund (MRF). The MRF is to be used for major repairs to be undertaken for the purposes of preserving and prolonging the useful, economic life span of existing improvements of the Royal Agricultural Showground during the lease term. Refer Note 15.

NSW Treasury provides SOPA with funding for the major repairs of the Sydney Olympic Park Aquatic and Athletic Centre. The MRF is to be used for major repairs to be undertaken for the purposes of preserving and prolonging the useful, economic life span of existing improvements of the Sydney Olympic Park Aquatic and Athletic Centre. Refer Note 15.

(r) Other Assets

Other assets including prepayments are recognised on a cost basis.

(s) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfer of programs/functions and parts thereof between NSW public sector agencies are designated as a contribution by owners by NSWTC 01/11 and are recognised as an adjustment to "Accumulated Funds". This treatment is consistent with Urgent Issues Group Abstract UIG 38 "Contributions by Owners Made to Wholly Owned Public Sector Entities".

Transfers arising from an administrative restructure between government departments are recognised at the amount at which the asset was recognised by the transferor government department immediately prior to the restructure. In most instances this will approximate fair value. All other equity transfers are recognised at fair value.

(t) Payables

These amounts represent liabilities for goods and services provided to the agency and other amounts, including interest. Interest is accrued over the period it becomes due.

(u) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations under s21A, s24, and/or s26 of the *Public Finance and Audit Act 1983*.

Notes to the Financial Statements

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than carried forward estimates).

(v) Right to Receive

In respect of those major Olympic Facility projects which were funded, developed and initially managed by the private sector, the Authority recognises and values the 'Right to Receive' included within Other Non-Current Assets. These facilities, following completion of construction, will be fully realised at the end of the agreed contractual period. This valuation/revaluation methodology provides that when ownership/control reverts to the Authority the cumulative asset value recognised at that time will be equal to its written down replacement cost.

Practical completion dates of the Olympic Stadium and Sydney SuperDome occurred on 1 March 1999 and 30 August 1999 respectively. Both venues will revert to the Authority on the expiry of the lease terms in 2031.

SOPA'S emerging share of the reversionary interest in the Olympic Stadium and Sydney SuperDome is being recognised over the life of the lease (30.5 years). The valuation formula employed is a variant of the conventional discounting model, using a discount rate of 5.6% per annum.

(w) Restricted Assets

In prior years the Major Repairs Funds (MRF) have been recognised as provisions. Refer Note 17. These funds are now recognised as restricted assets. Refer Note 15. Therefore, the opening balances of the MRF's are recognised as a revenue of \$7.2 million in the current year. Refer Note 3(e). Also, transfers to the provision, which totalled \$4.3 million in the prior year, are no longer recognised as expenditure. Refer Note 2(b).

(x) Adoption of Australian Equivalents to International Financial Reporting Standards

SOPA will apply the Australian Equivalents to International Financial Reporting Standards (AIFRS) from the reporting period beginning 1 July 2005.

SOPA is managing the transition to the new standards by allocating internal resources to analyse the pending standards and Urgent Issues Group Abstracts to identify key areas regarding policies, procedures, systems and financial impacts affected by the transition.

As a result of this exercise, the agency has taken the following steps to manage the transition to the new standards:

- A preliminary assessment has been performed identifying that the major impact will be in the area of asset valuation, investment property and potentially the right to receive the Stadium and SuperDome assets.
- The Senior Financial Accountant is responsible for monitoring the ongoing implications and developing appropriate strategies as new standards and commentaries are released.
- The Audit Committee will be provided with progress reports during the process.

NSW Treasury is assisting agencies to manage the transition by developing policies, including mandates of options; presenting training seminars to all agencies; providing a website with up-to-date information to keep agencies informed of any new developments; and establishing an IAS Agency Reference Panel to facilitate a collaborative approach to manage the change.

SOPA has identified a number of differences in accounting policies that will arise from adopting AIFRS. Some differences arise because AIFRS requirements are different from existing AASB requirements. Other differences could arise from options in AIFRS. To ensure consistency at the whole of government level, NSW Treasury has advised the agency of options it is likely to mandate, and will confirm these during 2004-05. This disclosure reflects these likely mandates.

SOPA's accounting policies may also be affected by a proposed standard designed to harmonise accounting standards with Government Finance Statistics (GFS). This standard is likely to change the impact of AIFRS and significantly affect the presentation of the income statement. However, the impact is uncertain, because it depends on when this standard is finalised and whether it can be adopted in 2005-06.

Based on current information, the following key differences in accounting policies are expected to arise from adopting AIFRS:

AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards requires retrospective application of the new AIFRS from 1 July 2004, with limited exemptions. Similarly, *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors* requires voluntary changes in accounting policy and correction of errors to be accounted for retrospectively by restating comparatives and

Notes to the Financial Statements

adjusting the opening balance of accumulated funds. This differs from current Australian requirements, because such changes must be recognised in the current period through profit or loss, unless a new standard mandates otherwise.

AASB 102 *Inventories* for not-for-profit entities requires inventory “held for distribution” at no or nominal cost to be valued at the lower of cost and current replacement cost rather than the lower of cost and net realisable value. This may increase the amount of inventories recognised.

AASB 116 *Property, Plant and Equipment* requires the cost and fair value of property, plant and equipment to be increased to include restoration costs, where restoration provisions are recognised under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

AASB 119 *Employee Benefits* requires the defined benefit obligation to be discounted using the government bond rate as at each reporting date rather than the long-term expected rate of return on plan assets. Where the unfunded superannuation liability is not assumed by the Crown, this will increase the amount and the future volatility of the unfunded superannuation liability and the volatility of the employee benefit expense.

AASB 136 *Impairment of Assets* requires an entity to assess at each reporting date whether there is any indication that an asset (or cash generating unit) is impaired and if such indication exists, the entity must estimate the recoverable amount. However, the effect of this Standard should be minimal because all the substantive principles in AASB 136 are already incorporated in Treasury’s policy Valuation of Physical Non-Current Assets at Fair Value.

AASB 138 *Intangibles* requires that all research costs must be expensed and restricts capitalisation of development costs. Some previously recognised internally generated intangible assets may need to be derecognised. Further, intangibles assets can only be revalued where there is an active market, which is unlikely to occur. As a result, it is likely that any revaluation increments will need to be derecognised and intangible assets recognised at cost.

AASB 140 *Investment Property* requires investment property to be measured at cost or fair value. NSW Treasury is likely to mandate the adoption of fair value. In contrast to current treatment as an asset classified within property, plant and equipment, investment property recognised at fair value is not depreciated and changes in fair value are recognised in the income statement.

AASB 1004 *Contributions* applies to not-for-profit entities only. Entities will either continue to apply the current requirements in AASB 1004 where grants are normally recognised on receipt, or alternatively apply the proposals on grants included in ED 125 Financial Reporting by Local Governments. If the ED 125 approach is applied, revenue and/or expense recognition will be delayed until the agency supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied.

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
2. EXPENSES			
(a) Employee related expenses			
Salaries and wages (including recreation leave)		12,974	13,222
Superannuation		1,073	931
Long service leave		442	663
Workers' compensation insurance		116	200
Payroll tax and fringe benefit tax		928	1,336
		15,533	16,352
(b) Other operating expenses			
Auditors' remuneration			
– audit or review of the financial reports		70	64
Insurance		931	683
Asset management		3,605	4,000
Operating lease rental expense			
– minimum lease payments		1,785	1,596
Increase in provision for doubtful debts			
– Receivables		1,184	1,629
– Financial assets		1,564	2,639
Bad debts			30
Administration		3,227	3,065
Advertising		4,831	3,764
Activity and entertainment		1,873	1,230
Site services		10,898	10,464
Utilities		1,456	1,315
Consultancies		364	822
Information technology		823	735
Royal Agricultural Society of NSW – Major repairs	1(w)	–	2,148
Sydney Olympic Park Aquatic and Athletic Centre – Major repairs	1(w)	–	2,113
Other		1,568	1,135
		34,179	37,432
(c) Depreciation and amortisation expense			
Depreciation			
– Land and Buildings		13,542	899
– Plant and Equipment		6,607	936
– Facilities		4,650	16,044
– Infrastructure Systems		18,219	26,409
	13	43,018	44,288

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
(d) Grants and subsidies			
Sydney Olympic Park Aquatic and Athletic Centre		2,990	3,237
Sydney Olympic Park Sports Centre		797	
		3,787	3,237
(e) Other Expenses			
Revaluation decrement – Infrastructure		–	15,119
Contribution of assets to Sydney Water		–	12,424
		–	27,543
<p>As per the Developer Agreement 1997 between the Authority and Sydney Water and Relationship Statement, the potable water and waste water infrastructure was contributed to Sydney Water as at 30 June 2003.</p>			
3. REVENUES			
(a) Sale of goods and services			
Operating lease income		4,715	3,997
Estate recoveries		3,185	4,047
Car parking income		7,868	5,207
Other		1,578	1,000
		17,346	14,251
(b) Investment income			
Interest – Bank		804	1,053
Interest – Advances		1,564	1,160
Interest – Receivable on sale of land		–	2,983
Interest – Other		419	186
		2,787	5,382
(c) Retained taxes, fees and fines			
Parking fines		393	338
		393	338

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
(d) Grants and contributions			
Department of Sport and Recreation			
– Sydney Olympic Park Aquatic and Athletic Centre		–	3,801
AMP			
– Contribution to Olympic Sprinter Sculpture		–	1,114
Tennis NSW:			
– Contribution to the NSW Tennis Centre		421	421
Developer Contributions		194	194
		615	5,530
(e) Other revenue			
Value of emerging interest of private sector provided infrastructure	1(v)	53,984	22,023
Sale of development rights		2,496	5,756
Management fees		450	300
Other		6,267	857
Major repairs funds	1(w)	7,162	–
		70,359	28,936
<p>The Authority has entered into contracts for the sale and long-term lease for residential and commercial sites. Sale is however conditional on certain pre-sales and pre-commitments being achieved.</p>			
4. GAIN / (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS			
Gain / (Loss) on disposal of land and buildings			
Proceeds from disposal		–	–
Written down value of assets disposed	13	–	48
Net gain / (Loss) on disposal of land and buildings		–	(48)
Gain / (Loss) on disposal of plant and equipment			
Proceeds from disposal		–	44
Written down value of assets disposed	13	–	95
Net gain / (Loss) on disposal of plant and equipment		–	(51)
Gain / (Loss) on disposal of infrastructure systems			
Proceeds from disposal			–
Written down value of assets disposed	13	9	363
Net gain / (Loss) on disposal of infrastructure systems		(9)	(363)
Gain / (Loss) on disposal of non-current assets		(9)	(462)

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
5. CONDITIONS ON CONTRIBUTIONS			
Developer contributions		194	194
		194	194

The Authority has entered into sales agreements on the condition that a component of proceeds from sale will be attributed to the provision of public infrastructure. The nature of this infrastructure is detailed in the Authorities Developer Contribution Plan.

6. APPROPRIATIONS

Recurrent appropriations

Total recurrent drawdowns from Treasury (per Summary of Compliance)		40,319	40,919
Comprising:			
Recurrent appropriations (per Statement of Financial Performance)		40,319	40,919

Capital appropriations

Total capital drawdowns from Treasury (per Summary of Compliance)		12,850	27,877
Comprising:			
Capital appropriations (per Statement of Financial Performance)		12,850	27,877

7. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

The following liabilities and/or expenses have been assumed by the Crown Entity:

Superannuation		1,073	931
Long service leave		442	663
Payroll tax on superannuation		19	55
		1,534	1,649

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
8. PROGRAMS / ACTIVITIES OF THE AUTHORITY			
(a) Program: Administration			
<i>Program Objective(s):</i>			
To establish Sydney Olympic Park as a vibrant cultural and community centre, and a significant regional sport, recreation and tourism facility for the enjoyment of all visitors.			
<i>Program Description:</i>			
Promote, develop, manage and maintain Sydney Olympic Park for the benefit of the New South Wales community.			
(b) Program Statement: Expenses and Revenues			
The Authority operates as a single program. The expenses and revenues of this program are as reflected in the Statement of Financial Performance.			
 9. CURRENT ASSETS – CASH			
Cash at bank and on hand		19,650	26,848
Deposits at call		8,655	6,615
		28,305	33,463
 10. CURRENT ASSETS / NON CURRENT ASSETS – RECEIVABLES			
Current Receivables			
Receivable from sale of land		15,315	7,816
Trade debtors		7,685	6,235
Interest receivable		376	8,816
GST receivable		3,500	2,809
Accrued income		2,399	2,200
Other		217	433
Less: Provision for doubtful debt		(6,490)	(5,358)
		23,002	22,951
 Non-Current Receivables			
Receivable from sale of land		51,202	66,516
		51,202	66,516

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
11. CURRENT / NON-CURRENT ASSETS – INVENTORIES			
Current inventories		62	26
		62	26
Non-Current Inventories			
Land held for sale			
At cost			
Cost of acquisition		9,670	9,670
Development costs		4,909	4,250
		14,579	13,920
12. NON-CURRENT ASSETS – OTHER FINANCIAL ASSETS			
Non-Current Financial Assets			
Advances receivable		12,000	12,000
Interest on advances		3,247	1,683
Less: Provision for doubtful debts		(15,247)	(13,683)
		0	0

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT			
Land and Buildings			
At Fair Value		1,203,631	358,266
Less Accumulated Depreciation		110,348	1,824
		1,093,283	356,442
Facilities			
At Fair Value		226,899	789,612
Less Accumulated Depreciation		13,016	32,059
		213,883	757,553
Plant and Equipment			
At Fair Value		141,252	8,078
Less Accumulated Depreciation		46,948	1,755
		94,304	6,323
Infrastructure System			
At Fair Value		463,507	585,371
Less Accumulated Depreciation		50,658	49,704
		412,849	535,667
Total Property, Plant and Equipment at Net Book Value		1,814,319	1,655,985

Reconciliation

Reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and the end of the current financial year is set out below.

	Land & Buildings \$'000	Facilities \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	Total 2004 \$'000	Total 2003 \$'000
2004						
Carrying amount at start of year	356,442	757,553	6,323	535,667	1,655,985	1,745,383
Additions	1,858	–	53	11,458	13,369	28,209
Reclassifications	507,825	(539,020)	94,535	(63,340)	–	(10,826)
Disposals	–	–	–	(9)	(9)	(506)
Contribution to other NSW Agencies	(7,574)	–	–	(52,708)	(60,282)	(46,868)
Net revaluation increment/(decrement)	248,274	–	–	–	248,274	(15,119)
Depreciation expense	(13,542)	(4,650)	(6,607)	(18,219)	(43,018)	(44,288)
Carrying amount at end of year	1,093,283	213,883	94,304	412,849	1,814,319	1,655,985

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
14. NON-CURRENT ASSETS – OTHER			
Right To Receive – Stadium		205,416	165,409
Right To Receive – Sydney SuperDome		65,330	51,353
	1(v)	270,746	216,762
15. RESTRICTED ASSETS			
Major Repairs Fund – Royal Agricultural Society of NSW		4,853	–
Major Repairs Fund – Sydney Olympic Park Aquatic and Athletic Centre		2,687	–
Developer Contributions and Sale Proceeds		388	–
	1(w)	7,928	–
16. CURRENT LIABILITIES – PAYABLES			
Accrued salaries, wages and on-costs		483	437
Creditors		25	188
Accrued expenses		11,602	18,013
		12,110	18,638
17. CURRENT / NON CURRENT LIABILITIES – PROVISIONS			
Employee benefits and related on-costs			
Recreation leave		1,001	1,119
Other		267	178
		1,268	1,297
Other Provisions			
Major Repairs Fund – Royal Agricultural Society of NSW		–	5,002
Major Repairs Fund – Sydney Olympic Park Aquatic and Athletic Centre		–	2,160
		–	7,162
Total Provisions		1,268	8,459
Aggregate employee benefits and related on-costs			
Provisions – current		1,091	1,136
Provisions – non-current		177	161
Accrued salaries, wages and on-costs	16	483	437
		1,751	1,734

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
18. CURRENT LIABILITIES – OTHER			
Security deposits		100	36
Other		2,092	972
		2,192	1,008

19. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Balance at the beginning of the financial year	1,981,518	1,946,601	–	–	1,981,518	1,946,601
Changes in equity – transactions with owners as owners						
Transfer of OCA Equity	–	84,314	–	–	–	84,314
Transfer to EnergyAustralia	–	(34,444)	–	–	–	(34,444)
Transfer to National Parks	(7,574)	–	–	–	(7,574)	–
Transfer to Rail Infrastructure	(52,708)	–	–	–	(52,708)	–
					–	–
Total	(60,282)	49,870	–	–	(60,282)	49,870
Changes in equity – other than transactions with owners as owners						
Surplus / (deficit) for the year	17,135	(14,953)	–	–	17,135	(14,953)
Increment on revaluation of:						
Land and buildings	–	–	248,274	–	248,274	–
Total	17,135	(14,953)	248,274	–	265,409	(14,953)
Balance at the end of financial year	1,938,371	1,981,518	248,274	–	2,186,645	1,981,518

Notes to the Financial Statements

Notes 2004
 \$'000 2003
 \$'000

20. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

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

Not later than one year	13	551
Total (including GST)	13	551

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

Not later than one year	956	-
Total (including GST)	956	-

(b) Other Expenditure Commitments

Aggregate other expenditure contracted for at balance date and not provided for:

Not later than one year	678	2,353
Total (including GST)	678	2,353

(c) Operating Lease Commitments

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

Not later than one year	1,903	1,716
Later than one year and not later than 5 years	1,411	2,871
Total (including GST)	3,314	4,587

The Authorities operating leases relate to property and motor vehicles. There are currently 3 renewable property leases expiring in 2006 and 27 motor vehicle leases.

The total expenditure commitments above includes input tax credits of \$451,000 (\$681,000 in 2003) which are expected to be recovered from the Australian Taxation Office.

21. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Liabilities

There are a number of contractual arrangements involving possible future claims against the Authority. The potential liability arising from these arrangements is currently estimated at \$798,000 (\$800,000 in 2003). This amount includes asset replacement and maintenance works that may be required under existing agreements.

The Authority has a liability for the Olympic Stadium and Sydney SuperDome only in the event of a natural disaster or a breach of contract by the Authority. In the event of a natural disaster the Authority would be responsible for the full cost of replacing the Stadium and Sydney SuperDome less any insurance recoveries by these venues. The possibility of either of these events occurring is considered remote.

Notes to the Financial Statements

22. BUDGET REVIEW

Net Cost of Services

The actual net cost of services was \$13.7 million lower than budget. The material variances are:

- a decrease in depreciation of \$2.3 million (non-cash),
- an increase of \$2.1 million within the sale of goods and services is attributable to carpaking income and
- an increase of \$7.2 million within other revenue relates to the change in the accounting treatment of the Major Repairs Fund for the Royal Agricultural Society and the Aquatic and Athletic Centre previously recognised as a provision.

Assets and Liabilities

Total Assets were \$195 million over budget due to:

- a revaluation increase in land and buildings of \$248 million,
- a decrease in land by \$7.6 million relating to land assets transferred to National Parks and
- a decrease in infrastructure systems by \$52.7 million relating to rail infrastructure assets transferred to Rail Corporation NSW.

Total Liabilities were under budget by \$6.4 million due to:

- a decrease of \$7.2 million in other current liabilities relates to the revised accounting treatment of the Major Repairs Fund for the Royal Agricultural Society and the Aquatic and Athletic Centre that has now been recognised as other revenue.

Cash Flows

Net Cash Flows from Operating activities are \$2.7 million over budget due to:

- an increase in other payments of \$21.5 million is reflected by a decrease of \$7.2 million in other current liabilities relating to the revised accounting treatment of the Major Repairs Fund for the Royal Agricultural Society and the Aquatic and Athletic Centre and an increase of \$13.0 million on GST paid on expenses relating mainly to the Newington Village
- an increase in the sale of goods and services of \$9.1 million is mainly attributable the proceeds from the sale of the Lidcombe Media Village \$4.0 million, carpaking income of \$2.1 million and GST on income of \$1.7 million,
- an increase in GST received from the ATO of \$7.6 million has been budgeted within other receipts, and
- an increase in other receipts of \$5.2 million is mainly reflected by treatment of the Major Repairs Fund for the Royal Agricultural Society and the Aquatic and Athletic Centre that was previously recognised in other current liabilities.

Notes to the Financial Statements

	Notes	2004 \$'000	2003 \$'000
23. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES			
NET CASH USED ON OPERATING ACTIVITIES		16,236	35,933
Adjustment for Cash Flows from Government / Appropriations			
Recurrent appropriation		(40,319)	(40,919)
Capital appropriation		(12,850)	(27,877)
Acceptance by the Crown Entity of employee entitlements and other liabilities		(760)	(692)
Adjustment for non-cash items			
Depreciation and amortisation		(43,018)	(44,288)
Crown liabilities		(774)	(958)
Asset sale proceeds		4,625	2,639
Value of emerging interest of private sector provided infrastructure		53,984	22,023
Interest – receivable on sale of land		–	2,983
Asset sale proceeds transferred to the Crown Entity		20,694	–
Asset sale proceeds		(20,694)	–
Non-cash donation		–	1,000
Provision for doubtful debts		1,184	1,660
Net loss / (gain) on sale of plant and equipment		(9)	(462)
Contribution of potable and waste water infrastructure assets to Sydney Water		–	(12,424)
Physical non-current asset revaluation decrement - Sydney Water asset		–	(15,119)
Increase/(Decrease) in receivables		(342)	(6,535)
Decrease/(Increase) in payables		(741)	111
Decrease/(Increase) in employee provisions		29	(277)
Decrease/(Increase) in other current liabilities		5,881	(2,196)
NET COST OF SERVICES		(16,874)	(85,398)

Notes to the Financial Statements

24. FINANCIAL INSTRUMENTS

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 Treasury Corporation (TCorp) 11 am unofficial cash rate adjusted for a management fee to Treasury.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates the net fair value.

Hour Glass Investment Facilities

The Authority has investments in TCorp's Hour-Glass Investment facilities. The Authority's investments are represented by a number of units within the facilities. Each facility has different investment horizons and comprises a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors the application of appropriate investment guidelines.

The Authority's investments are:	2004 \$'000	2003 \$'000
Cash Facility	8,655	6,615
	8,655	6,615

These investments are generally able to be redeemed with up to five business days notice (dependent on the facility). The value of the investments held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk is the net fair value. The value of the above investments represents the Authority's share of the value of the underlying assets of the facility and is stated at net fair value.

Bank Overdraft

The Authority does not have a bank overdraft facility.

Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. 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.

25. AFTER BALANCE DATE EVENTS

The Sydney Olympic Park Authority along with The University of Sydney and the University of Technology Sydney were the successful consortium for the establishment of the International Centre of Excellence for Sports Science and Management (ICESSM). SOPA has a one-third ownership of the company. ICESSM will receive approximately \$7.8 million of federal funding to deliver this initiative. SOPA will equity account for its interest in ICESSM in its future financial reports.

End of Audited Financial Statements

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Appendix A – Financial

Funds granted to non-Government community organisations

There were no funds granted to non-Government community organisations during the reporting year.

Disclosure of controlled entity

There were no controlled entities held by Sydney Olympic Park during the reporting year.

Electronic accounts and payments

In 2003-04, SOPA implemented electronic distribution of purchase orders, customer invoices and remittance details to suppliers through its Systems, Applications, Products in Data Processing (SAP) financial system. The electronic transfer of funds now accounts for 90% of SOPA's payments (60% in 2002-03), improving efficiency by reducing the need for manual cheques.

Funding arrangements

SOPA has \$2 billion in assets. Annual expenditure for 2003-04 was approximately \$64 million, of which approximately \$21 million is from self-generated revenue and approximately \$43 million is funded by NSW Treasury.

SOPA will continue to rely heavily on recurrent funding from the NSW Government in order to perform its work during the next five years. Capital expenditure on community service obligations in 2004-05 will include an outlay of \$6 million on improvements to the parklands, with a further \$12 million allocated to 2006-07. SOPA took on funding responsibility for the Aquatic and Athletic Centres and Sports Centre in 2003-04.

Offsetting these increased costs are a growing income stream generated from carpark revenue, licence fees, rental income and Sydney Olympic Park's expanding array of educational, cultural, sporting and tourism-based programs.

Capital income generated from land sales and developer contributions between 2005-09 is forecast to exceed \$40 million.

In driving our income harder and targeting incremental reductions in funding from Treasury, SOPA aims to demonstrate long-term improvement in business performance and sustainability.

Risk management

During 2003-04, SOPA handled a number of insurance claims dating back to the 2000 Sydney Olympic Games, in addition to matters arising since the establishment of Sydney Olympic Park. The Risk Manager advised other divisions of SOPA on numerous risk issues and implemented policies and procedures to minimise SOPA's risks.

SOPA's contribution to the Treasury Managed Fund (self-insurance arrangement) was \$1,064,520 for 2003-04.

Payment Performance Indicators

Trade Creditors Aged Analysis at the end of each quarter

Quarter ended	Current (within due date) \$	Less than 30 days overdue \$	Between 30 & 60 days overdue \$	Between 60 & 90 days overdue \$	More than 90 days overdue \$
At 30 September 2003	260,589	314,614	14,632	10,944	7,173
At 31 December 2003	624,532	107,103	32,687	8,137	17,946
At 31 March 2004	173,287	32,209	121	123	857
At 30 June 2004	10,020	394	14,199	0	0

Trade Creditors Accounts paid on time within each quarter

Quarter ended	Accounts paid on time Target %	Accounts paid on time Actual %	Accounts paid on time \$'000	Total amount paid \$'000
At 30 September 2003	95	86	27,351	29,931
At 31 December 2003	95	82	18,651	20,826
At 31 March 2004	95	84	39,586	41,344
At 30 June 2004	95	91	24,886	26,755

SOPA implemented a major change to its payment process during the financial year, including the return of Tax Invoices not quoting official SOPA purchase order, payments through Electronic Funds Transfer only and changes to the payment terms.

No suppliers requested or were reasonably entitled to penalty interest for the year.

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Risk management framework

SOPA's organisational objective to develop and implement a 'Risk Management' approach to business aligned with its business imperatives mitigates risks within SOPA's Corporate Governance framework and creates an environment where managers are accountable for risk management. Where appropriate, SOPA requires the same standards of its contractors, event organisers, volunteers and others. The systematic application of Risk Management means implementing appropriate controls, while ensuring that new initiatives and opportunities are not stifled.

In 2003-04, three key documents were written or revised:

- **Risk Management and Insurance Procedure Manual** – to guide management in implementing SOPA's Risk Management policy in all of its activities
- **Policy on Reporting of Incidents (revised)** – to establish a process for responding appropriately to issues that have the potential to cause injury, damage, financial loss or any other form of negative impact, or when investigating incidents that have occurred
- **Business Continuity Plan** – aims to ensure that in the event of a loss of business functions: 1. Critical functions are recovered first 2. A dedicated Crisis Management Team is set up to manage the incident and coordinate Disaster Recovery personnel 3. Critical resources have been identified to keep the business operating in 'survival mode' 4. Suitable office space to relocate critical staff required is available.

Appendix B – Statutory reports

Significant committees

Audit and Compliance Committee

Addressed financial accounting, reporting and internal controls, and compliance issues. This committee met three times.

Gabrielle Kibble, Chris Christodoulou, Herb Elliott, David Richmond

Planning and Development Committee

Reviewed and evaluated strategic and planning initiatives and development proposals for Sydney Olympic Park.

David Richmond, Robert Leece (to March 2004), Gabrielle Kibble, Penny Figgis, Brian Newman.

Parklands Advisory Committee

Made recommendations to the SOPA Board regarding care, control and management of the parklands.

Penny Figgis, David Richmond, Brian Newman, Catherine Bull, Brian Gilligan (to October 2004), Ian Lowe, Leigh Martin, Irene Simms, Paolo Totaro, Dinah Dysart, Peter Duncan.

Access Advisory Committee

Advised SOPA on the assessment and management of access to Sydney Olympic Park by people with a disability.

Jean Halcrow, Ann Gibson, Glenn Redmayne, Dawn Linklater, Luisa Ferronato, Therese Sands (to March 2004), Digby Hughes (from March 2004), Bryan Hardman.

Education Reference Panel

Provided independent conceptual and strategic advice to the SOPA Board and assisted SOPA to achieve its business objectives for education.

Warren Grimshaw, David Mazitelli, Kate Gunn, Graeme Watts, Roger Holmes, Mary Lynne Pidcock.

Design Review Panel

Provided an independent review of design proposals and the design process to achieve a cohesive, safe and legible public domain.

Chris Johnson, Alec Tzannes, Catherine Bull, James Weirick, Darlene van der Breggan, Philip Thalys, Helen Lochhead.

Equal Employment Opportunity

Equal Employment Opportunity achievements included:

- the Access Advisory Committee comprising representatives from SOPA and peak disability groups met regularly during the year
- access audits were commissioned for the site and rectifications implemented
- access issues were included in planning and fit-out of the new Visitor Gateway
- performance management training addressed the issue of equity in implementation and assessment of performance
- recruitment selection training was held which included consideration of equity in advertising, shortlisting, interviewing and selection
- an exit questionnaire was implemented to provide staff with the opportunity to provide feedback on a range of organisational issues including equity, career progression, communication etc.
- the rollout of Employee Self Service ensured that all staff were able to access personal information in a secure and private manner
- salary packaging for staff below SES/Senior officer level was introduced in a fair and equitable manner
- various committees were established with EEO group representation
- flexible working arrangements were approved, including part-time work

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- literature and posters were displayed to promote diversity, access and equity issues.

Initiatives for 2004-05

- Review Corporate policies to include consideration of equity principles
- Review equity aspects of the first 12 months operation of the Performance Management System
- Establish a Consultative Committee with appropriate staff representation to ensure staff have opportunities to provide input and raise issues
- Survey staff training needs to ensure access to training for all staff and to improve career opportunities
- Diversity issues to be incorporated in Managers' training modules

Disability Action Plan

The Department of Ageing, Disability and Home Care requires all Government Agencies to prepare a Disability Action Plan that meets the requirements of Section 9 of the *Disability Services Act 1993*.

The Disability Action Plan 2002 – 2005 is managed by the Sustainability Unit. The Unit coordinates the Disability Action Plan's promotion, dissemination, evaluation, monitoring and measurement. The Plan is overseen through the Access Advisory Committee which includes SOPA personnel and representatives of peak disability groups.

The Plan recognises the need for an organisation wide approach to effectively work towards achieving an accessible environment for visitors, residents and workers at Sydney Olympic Park.

Within the Plan are a number of *Priority Areas For Action* for individual functional areas. It sets clear and achievable priorities which can be readily measured and demonstrate SOPA's commitment to equity and access in service provision.

The following actions were implemented in 2003-04:

- completion of the Parklands Wayfinding Strategy report
- printing and binding of the Access Strategy for the parklands
- incorporation of the Access Guidelines onto SOPA's website
- ongoing convening of the Access Advisory Committee
- ongoing Access Audits and rectification programs of the natural and built environment
- ongoing implementation of the Human Resources Policy requiring the mainstreaming of employment for people with disabilities.

NSW Action Plan For Women

The following actions have been taken in relation to the objectives under the Action Plan for Women.

- Four out of the five staff who sought and were provided with financial assistance for tertiary study were women
- Two of the three Authority sponsored places on the 2003 Public Sector Executive Development Program have been taken up by women
- Female employee selected for inaugural Earthwatch Fellowship Program to undertake a field research project at one of four locations around Australia
- Seven young women accompanied the CEO to the Institute of Public Administration Australia's (IPAA) 'CEO and Young Professionals Breakfast 2004'

- Appointment of the most senior woman within the organisation as SOPA's Women's Liaison Officer
- Conducting of Spokeswomen's elections and appointment of four women to the career development program which promotes efficiency and effectiveness in the public sector by assisting women to develop their knowledge and skills, and participate fully and on equal terms in the workplace
- SOPA held a morning tea, and a lunch time seminar on wealth creation to mark International Women's Day
- Continued representation of women on major committees and working groups
- Provision of work experience opportunities across a range of areas for female tertiary and school students.

Ethnic Affairs Priority Statement

SOPA attaches high priority to the promotion of cultural diversity. Initiatives undertaken in this area during 2003-04 were:

- SOPA worked collaboratively with Auburn Council in staging Australia Day 2004 Celebrations within the Park. The celebrations featured contributions from a number of cultural groups
- SOPA facilitated increased community awareness and involvement in events at Sydney Olympic Park through working closely with a communications organisation specialising in ethnic communications
- the Park was the location of the Arabic Carnivale (12,000), the Australia-India Fair (12,000) and the Brazilian Ritmo Festival (5,000). The Park is building its position as a centre for cultural festivities.

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- the Park hosts a monthly Boulevard Market (food, art and craft). Each month the Market presented a different ethnic theme including Indian, Chinese, Arabic, Italian, Korean, Lunar New Year, South East Asian, Latino, Mediterranean, African and world flavours. This was promoted widely in the ethnic press
- as part of the celebrations of the return of the Olympic flame to Sydney and the re-lighting of the Olympic Cauldron, the Park played host to the Greek Community including the planting of an olive tree on the site of the Discobolous
- SOPA provided an information stand at the Auburn Festival and the Newington Street Fair to ensure local communities had a high level of awareness of the activities at Sydney Olympic Park
- recreation and leisure activity brochures were produced in a number of community languages
- an ethnic communities representative is included on the Parklands' Advisory Committee
- SOPA's workforce reflects the general diversity within the community.

Initiatives for 2004-05

- A number of events will be branded with an ethnic community theme
- Community groups will be approached to hold cultural festivals/events at Sydney Olympic Park
- Continued engagement of local and ethnic communities and use of the ethnic media

- Participation in the Auburn Festival which features diverse ethnic cultural performances and exhibits
- Staging of Australia Day 2005 event in partnership with Auburn Council to celebrate the diversity of the local community

Occupational Health and Safety

SOPA's Occupational Health and Safety (OH&S) management policy was updated during the year. The policy promotes a positive healthy and safety culture within SOPA and guides in the management of duty of care to employees and visitors through identification, assessment and management of risks, and the prevention and management of injuries.

One hundred staff attended a half day training in March in all aspects of OH&S and duty of care including: hazard identification, risk management, safe systems of work, and workers' compensation and injury management.

One medium term injury recorded during the year required the implementation of a formal injury management plan/program. A small number of minor injury and travel claims, involving minimal lost time, were also recorded.

SOPA's OH&S Committee and OH&S Management Coordination Committee met on a bi-monthly basis during the year.

Vaccination (tetanus and hepatitis) and skin cancer screening programs were implemented for job classifications with inherent health and safety risks.

SOPA commissioned an independent safety audit of its office premises and implemented its recommendations. Regular emergency and safety warden training was conducted as were emergency evacuation drills for all premises.

Industrial relations

There were no industrial disputes during the year. SOPA maintains a positive relationship and open communication channels with the Public Service Association (PSA). Arrangements were agreed with the PSA to cover a seven day cycle, and rostered shift arrangements, during the Easter Show. These provided the required flexibility to meet the extraordinary demands of the Show period and ensured staff were appropriately compensated.

Salary Award increases in the year were in line with the Crown Employees (Public Sector – Salaries, July 2003) Award.

SOPA also undertook a review of the Sydney Olympic Park Paid Parking (State) Award 2001 in conjunction with the Australian Liquor Hospitality and Miscellaneous Workers Union and reported back proposed amendments to the Industrial Relations Commission.

Guarantee of service

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

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Appendix C – Capital works and environmental compliance

Major capital works

The following major capital works were undertaken by SOPA during 2003-04:

Project	Description	Completion Date	Cost
Property development	Works to facilitate or initiate major new residential and other developments at Sydney Olympic Park	June 2004	\$700,000
Visitor improvements	Relocation of the Visitor Gateway, branded venue signage and Australia Avenue lightboxes	January 2004	\$150,000
WRAMS	Sewer mining pump station in Australia Avenue	June 2004	\$400,000
Masterplanning	Conceptual planning and design for new development at Sydney Olympic Park	June 2004	\$750,000
Parklands	Powell's Creek Bridge development, North Newington remediation, landscaping works in Blaxland and Wentworth Common and other parkland works	June 2004	\$6.1 million
Asset replacement/renewal	Planned replacement or renewal of elements of major assets owned by SOPA	June 2004	\$1.7 million
Minor capital works	Other projects which support the achievement of SOPA's corporate objectives	June 2004	\$1 million
Total capital works program for 2003-04			\$10.8 million

Memorandum of Understanding for additional planning powers

SOPA has applied to the Minister for DIPNR to obtain additional planning powers to assist in the general streamlining of SOPA development applications applying to land owned by SOPA. The Memorandum of Understanding and supporting Delegations will be submitted to the Minister for approval when they have been signed off by DIPNR.

Land disposal

Lend Lease Developments through General Property Trust received options over two sites totalling \$5 million in value. Development of one site has been completed producing a 5,000 square metre office building in the Quad group of buildings.

Revaluation of land and buildings

Revaluation of SOPA's land and buildings involving over 450-hectares of land and over \$1 billion in buildings was completed this year.

Environmental incidents

During 2003-04 there were no breaches to environmental legislation that resulted in harm to the Sydney Olympic Park environment.

Threatened species

SOPA currently holds two Certificates issued under the *Threatened Species Conservation Act 1995*. These are for conservation management of the Green and Golden Bell Frog (*Litoria aurea*) and conservation management of the saltmarsh plant *Wilsonia backhousei*.

SOPA currently holds two licences issued under the *National Parks and Wildlife Act 1974*. These allow for the care of a small number of captive Green and Golden Bell Frogs, and for environmental education activities within Narawang Wetland, which is a Green and Golden Bell Frog primary habitat.

All licences and certificates were complied with during 2003-04.

Environment Protection Licences

SOPA currently holds two Environment Protection Licences issued under *Protection of the Environment Operations Act 1997*. The licences are for the operation of the WRAMS and the Wilson Park bioremediation ponds. No instances of non-compliance with SOPA's Environment Protection Licences were identified during 2003-04.

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A number of legal notices issued to SOPA by the former Environment Protection Authority (now Department of Environment and Conservation) relate to the ongoing management and monitoring of SOPA's remediated landfill systems. All required maintenance and monitoring conditions were complied with.

SOPA also developed a standard operating procedure for minor excavation works within remediated landfill areas. The standard operating procedure, which was endorsed by the Department of Environment and Conservation (DEC), continued to ensure the integrity of the remediated landfill system and reduced the administrative approval requirements.

NSW Fisheries

SOPA held four NSW Fisheries permits for conditional removal of mangroves and one permit for removal of macroalgae in 2003-04. These permits related to capital works projects, mangrove removal for saltmarsh and shorebird protection and mangrove pruning for view and access requirements. The manual harvesting of macroalgae was undertaken to reduce potential odour problems in Nuwi Wetlands. All NSW Fisheries permit conditions have been complied with.

In May 2004 an additional site-wide NSW Fisheries permit was issued to allow for management of mangroves for conservation and asset protection over a five-year period. This permit provides SOPA with an holistic framework for sustainable management of mangroves and removes the need for individual permits for operational issues. New activities will require separate assessment by NSW Fisheries.

Plan of Management

The Plan of Management for the Parklands at Sydney Olympic Park is the predominant statutory instrument controlling the use and management of the parklands. The Plan was in effect throughout 2003-04.

Conditional approvals were issued for 126 activities classified as 'restricted activities' under the Plan, each with numerous conditions. These included capital works projects, regular parkland operational activities, site hires, events and research. While there were some approval conditions not fully complied with (for example, parking in the wrong areas) no breaches resulted in significant environmental harm or safety problems. All reported issues were addressed, and measures to improve compliance were progressively implemented.

Environmental damage in the parklands

Graffiti The incidence of graffiti attacks within the Park continues to be an issue, with 152 separate graffiti incidents recorded during 2003-04. While the majority reported are minor (eg, small felt pen 'tags') SOPA maintains a policy of removing graffiti as soon as possible.

Tar seepage In January 2004 a minor amount of tar was observed to be seeping from the western side of the Woo-La-Ra remediated landfill. The tar was dumped in the area in the late 1970s and originated from a former gas works site that was located in the area now known as Wilson Park. Safety barricades were immediately erected to direct the public away from the area and the Department of Environment and Conservation was advised of the situation. The area remains fenced off pending results of further geotechnical investigations and advice on permanent rectification works.

The impact is localised and there is no evidence that environmental harm has occurred.

Mangrove Plume Moth larvae

In February 2004, the Wetlands Ecology research program responded to a serious outbreak of suspected Mangrove Plume Moth larvae. As part of the regular monthly monitoring of the wetlands, SOPA staff observed significant defoliation of the mangroves. The immediate effects were flower losses. This follows last year's incidence of missing propagule (fruit) production by Grey Mangroves.

SOPA has enlisted the assistance of the University of Sydney, University of Western Sydney, NSW Fisheries and Royal Botanic Gardens to conduct a detailed investigation, including the correct identification of the larvae and gauging the incidence of these episodes in other regional wetlands.

Water and waste management

Water consumption

Within SOPA managed facilities and the public domain, 94% of water consumption was recycled water or direct stormwater re-use in 2003-04. SOPA used nearly 50 million litres less potable water in the second half of 2003 than in the same period in 2002, despite using 27 million more litres of total water on-site.

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Waste management

Waste production from visitor-related site management activities for the public domain yielded 385,000 kilograms of waste in 2003-04. Of this waste, 55,000 kilograms have been presented for recycling. The recycling rate (14.3%) is a 2.5% improvement on 2002-03.

A Waste Reduction and Purchasing Plan (WRAPP) was developed in January 2003 as required by the *Waste Avoidance and Resource Recovery Act 2001*. It identifies the type and volume of waste produced at the Park and the tools to reduce it. All construction developers are similarly required to produce a construction environmental management plan. Initiatives to reduce solid waste include:

- recycling stations in public areas
- chipping of green waste for use as mulch – 85 tonnes per year recycled on-site
- purchase of mulch sourced from recycled materials
- stockpile and reuse of topsoil and rocks

- use of minimum 50% recycled content paper in all brochures
- use of 60% recycled content office paper for photocopying and printing.

During 2003-04:

- new laser printers were purchased for each SOPA office that allows double sided printing
- used toner cartridges were recycled and the proceeds donated to charity
- obsolete computer equipment was either auctioned or donated to charity groups for re-use
- approximately 2,500 cubic metres of mulch containing recycled sugar cane refuse was purchased for landscaping purposes.

Government Energy Management Policy

SOPA provides an annual Energy Consumption and Property Holdings Report to the NSW Ministry of Energy and Utilities as required by the Government Energy Management Policy. In 2003-04 SOPA maintained its minimum standard of purchasing

25% of energy from renewable sources resulting in significantly decreased greenhouse gas emissions.

Use of sustainable materials

All development, events and management at Sydney Olympic Park is required to minimise the use of materials that deplete natural resources or create toxic pollution in their manufacture, use or disposal.

Appendix D – Staffing overview

Code of Conduct

SOPA and its staff are bound by the requirements of the *Public Sector Employment and Management Act 2002*, SOPA's Code of Conduct and other relevant legislation applying to public employment.

Recruitment

Twenty-four positions were advertised in order to ensure SOPA's structure reflected its emerging and evolving needs and activity.

Staff numbers by level

Level	Total Staff	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
<\$30,146		0	0	0	0	0	0	0	0
\$30,146 - \$39,593	4	4	2	2	0	0	1	0	0
\$39,594 - \$44,264	5	5	3	2	0	0	1	1	0
\$44,265 - \$56,012	31	29	4	27	0	4	7	1	1
\$56,013 - \$72,434	37	35	15	22	0	6	5	2	0
\$72,435 - \$90,543	48	47	33	15	0	2	3	2	1
>\$90,543 (non-SES)	15	14	13	2	0	0	0	1	0
>\$90,543 (SES)	4	4	4	0	0	0	0	1	0
Total	144	138	74	70		12	17	8	2

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Trends in the representation of EEO groups

EEO Group	Benchmark or Target	% of Total Staff			
		2001	2002	2003	2004
Women	50%		47%	50%	49%
Aboriginal people and Torres Strait Islanders	2%				
People whose first language was not English	20%		10%	9%	12%
People with a disability	12%		2%		6%
People with a disability requiring work-related adjustment	7%		1.7%		1.5%

Trends in the distribution of EEO groups

EEO Group	Benchmark or Target	Distribution Index			
		2001	2002	2003	2004
Women	100		81	82	83
Aboriginal people and Torres Strait Islanders	100		N/A		
People whose first language was not English	100		N/A	N/A	N/A
People with a disability	100		N/A		N/A
People with a disability requiring work-related adjustment	100		N/A		N/A

Notes:

1. Staff numbers are as at 30 June
2. Excludes casual staff
3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO 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 EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by the Office of the Director of Equal Opportunity in Public Employment on Equal Opportunity (ODEOPE)
4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

SES Staffing Profile

SES level	Males as at 30/6/04	Females as at 30/6/04	Vacant as at 30/6/04
Level 7	1	–	–
Level 5	2	–	–
Level 4	1	–	–
Level 3	–	–	–
Total	4	–	–

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Performance of Executive Officers

1. Mr Brian Newman, Chief Executive Officer, Chief Executive Service, Level 7

Period in position: Full year.

The Minister and Chairman reported that Mr Newman performed to a high level in 2003-04.

Mr Newman oversaw the re-alignment of SOPA's reporting and operational structure to clearly differentiate its place management, place making and corporate support roles. He also further refined the Corporate Plan through the identification of the organisation's top priorities for the year. These initiatives enhanced the functional efficiency of SOPA and provided greater clarity for staff across all levels of the business.

The Rugby World Cup 2003 was universally hailed as a highly successful event. The significant contribution of SOPA in overseeing operational planning and delivery, and event support, was openly acknowledged by organisers, and reinforced the capacity and expertise of the organisation to support the staging of major events at Sydney Olympic Park.

The Chief Executive Officer also oversaw and implemented a number of initiatives relating to SOPA's economic development strategy. These included:

- the successful proposal to establish ICESSM at Sydney Olympic Park in partnership with the University of Sydney and the University of Technology, Sydney
- creation of an Active Lifestyle Program based on the NSW Board of Studies curriculum, to promote physical activity and an active lifestyle among children and youth
- the development of an interactive parklands learning model in partnership with Sun Microsystems and the University of Wollongong
- agreed commercial arrangements for the establishment of a weekly Car Market for buyers and sellers, in accordance with strict standards

- progression of options for establishing the Park as a major centre for action sports (skateboarding, BMX, rollerblading)
- calling for expressions of interest for the private sector development of an entertainment/food hub in the urban core
- progression of options for the establishment of a High School at Sydney Olympic Park
- agreement with Questacon for the interim establishment of an interactive technology display.

Mr Newman implemented a range of strategies to increase leisure oriented visitation to Sydney Olympic Park, including the development and opening of the new Visitor Gateway and the delivery of new visitor products and experiences into the parklands, increasing community access to this valuable resource.

SOPA's coordinated and cooperative approach to Business Event marketing with venues resulted in a record number of business events being held within the Park during the year. Publishing of a 'Business Events Facilities Guide' and a 'Venue Hirer's Guide' resulted in increased awareness of the opportunities provided within the Park.

A Statement of Cooperation was signed with Auburn City Council. Both parties undertook to work cooperatively in the areas of tourism, recreation, transport and regional planning and economic development.

A proposal to Government to develop a Parklands Foundation as a subsidiary company to SOPA was developed. The Foundation offers attractive opportunities for private sector tax effective funding for future projects and programs within the parklands.

Steps to further define the long term vision for Sydney Olympic Park included progression of 'Vision 2025' and implementation of the 'Parklands Plan of Management' and 'Parklands 2020'.

Mr Newman also continued to consolidate and strengthen business and working relationships with venue operators, and other Park stakeholders, and with the Sydney Olympic Park Business Association.

2. Mr Geoff Buckley, Executive Director, Marketing and Communications, Senior Executive Service, Level 5

Period in position: Full year.

The Chief Executive Officer reported that Mr Buckley performed to a high level in 2003-04.

Mr Buckley led the planning and coordination of Sydney Olympic Park's staging of the Rugby World Cup in 2003 including the operation of the 'live site' at the Park. The Park hosted seven major games, including the semi finals and final, and attracted over 700,000 visitors to the site. The live sites contributed significantly to enhancing the visitor experience and the overall success of the World Cup.

The Sydney Olympic Park Visitor Gateway was opened and accredited in September 2003. The state-of-the-art centre provides a range of services including tour and activity bookings, visitor information, and merchandising. It also provides venue operators with greater opportunities to promote their range of products and offerings.

The business events market at Sydney Olympic Park grew by 21% during the year. This growth was largely due to the adoption of a coordinated 'one-stop-shop' approach through a dedicated business events unit. A proactive sales marketing approach resulted in increased interest and inquiries which were referred to the Park's venue operators for conversion into business.

Continued development of the Sydney Olympic Park brand positioning was a key focus for the year. Agreement was reached with a number of venues including the Athletics Centre, Aquatic Centre, Sports Centre, Hockey Centre, Golf Centre and Sports Halls to adopt a single and consistent Sydney Olympic

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Park brand strategy. Agreement was also reached with the Roads and Traffic Authority to standardise arterial road signage to Sydney Olympic Park nomenclature. All collateral and advertising now reflects a consistent brand image. Website developments also enhanced the brand with improved visitor navigation and information.

Mr Buckley oversaw development of a leisure tourism marketing plan for Sydney Olympic Park with a focus on product development and invigoration. It included a Memorandum of Understanding, signed with Tourism Sydney and Tourism NSW to facilitate cooperative marketing efforts in the domestic and international tourism markets. As a result, Sydney Olympic Park is represented and promoted in all major visitor centres and is marketed by key inbound tourism operators and wholesalers. An advertising agency has also been appointed to develop a leisure and recreation marketing campaign.

Mr Buckley also led the development of a new event strategy for Sydney Olympic Park focused on attracting events which were a close fit with the long term sustainability objectives of the Authority. Emphasis was placed on achieving events growth through partnerships. One outstanding example of this partnership approach was the agreement by Sydney Festival to stage their opening public event 'Of Angels and Light' at Sydney Olympic Park in January 2004. The event attracted 70,000 people to three performances.

The Marketing and Communications area also supported and promoted the staging of events during the year including Sydney Olympic Park Alive, Boulevard Markets, Movies in The Overflow, Would you Like Music with That?, Newington Armory Opening, Sydney Dreaming, and Drive-In Movies.

The overall work of the marketing team led by Mr Buckley played a significant role in delivering a 23% increase in visitor growth, to 6.8 million in 2003-04.

3. Mr Terry Martin, Executive Director, Property, Senior Executive Service, Level 5

Period in position: Full year.

At a strategic level, Mr Martin continued to provide significant advice and input into SOPA's property development, major assets management and capital works projects.

That advice and input was particularly in relation to the initiation and development of Vision 2025 which foreshadows a new town plan for Sydney Olympic Park, commercial issues surrounding the realisation of the new town under the new master plan, a long-term public carparking strategy for the Park, negotiations and legal actions involving substantial claims for defects and resulting costs incurred by SOPA, and the management of probity in major transactions.

New policy was formulated to ensure SOPA is able to continue commercial and development activity beyond the land release program under the current Master Plan. The Property Unit prepared a 'Direct Negotiations Protocol' in recognition of the unique property development environment in which SOPA operates and the requirements of public sector organisations. This will guide commercial and development negotiations with business operators and developers for any new commercial and development initiatives. The protocol enables SOPA to pursue its new town vision while ensuring public accountability and transparency in its dealings.

Research is essential to identifying and evaluating development opportunities at Sydney Olympic Park. The focus in 2003-04 related to the Park's catchment populations and demographics, all forms of owner-occupied housing, the hotel accommodation markets, including retirement living and 'active' aged care, and restaurants, food experience and hospitality concepts generally.

Similarly, the investigation of the current status of utility services infrastructure and the assessment of the potential increase in demand generated by the proposed new town over the next 25 years, was undertaken as part of Vision 2025.

At an operational level, the Property Unit was engaged in:

- the delivery of the new 'Zone' commercial development – assisting Charter Hall and AMP Henderson Global Investors to lodge the development application, market properties to prospective tenants and negotiate a significant commitment from the developer to a 4.5 star Australian Green Building Council rating
- the design and procurement of a development consent for a 12,000 square metre facility to accommodate a new concept for Sports Administration involving the co-tenancy of amateur and professional sporting bodies. Two private sector proposals for the delivery of this facility through a financially engineered BOOT structure, were presented to Treasury
- the Property Unit has overall responsibility for the successful delivery of all property development at the Park and has worked intensively with Multiplex and Babcock & Brown on the 'Panorama' residential project to achieve SOPA's design expectations. It has also facilitated the resolution of third party property ownership matters for the developer to obviate potential adverse impacts on the design of the development
- research and conceptualisation of a 'Food Experience' at the Park that includes a variety of restaurants, entertainment, function centres and themed licensed premises, primarily centred at The Overflow and Bicentennial Park. Expressions of Interest were sought and SOPA is negotiating with proponents. The development will meet an identified visitor need and generate additional economic activity and revenue

Appendices

- a review of carparking operations has led to an increase in operational efficiencies and returns to SOPA. The Property Unit also negotiated an agreement with a private consortium to operate a Sunday morning car market
- the presence of transmission towers at the Park had given rise to adverse publicity and concerns from residents and workers about environmental health concerns. The Property Unit worked closely with other Government agencies to investigate and ultimately, to reassure the community
- the capital works program of \$10.8 million was delivered on time, on budget and to quality expectations. Significant projects included extension of the parklands rail line and construction of carriages, adaptive re-use of Armory Buildings, Australia Avenue promotional signage and the fit-out of the new Visitor Gateway
- post-Olympic building works on Telstra Stadium reached practical completion in October with construction of roofs on the northern and southern tiers of the Stadium and external precinct work. As part of its asset maintenance cycle a major refurbishment of the Aquatic Centre training pool was also undertaken
- Mr Martin also oversaw the various stages of project investigation and concept development including the Pantheon of Sport, an indoor sports/leisure/retail facility, the new Eastern Railway Station access, a university campus relocation to Sydney Olympic Park, a student housing project and a proposed 4–5 star hotel development.

Overseas visits by SOPA employees

Official overseas visits undertaken by SOPA officers between July 2003 and 30 June 2004

Officer	Functional area	Places/countries visited	Dates of visit	Main purpose of visit
Geoff Buckley	Marketing & Corporate Communications	Lausanne, Switzerland	14/5/04 to 23/5/04	Bidding for the 2009 World Masters Games Event plus other business and sporting events
Edwina Laginestra	Parklands Place Making	USA	26/10/03 to 29/10/03	Presentation on Parklands Initiatives

Protected Disclosures

The *Protected Disclosures Act 1994* offers protection to public officials who make disclosures which concern corrupt conduct, maladministration and serious or substantial waste of public money. Within SOPA, disclosures can be made to:

- the Chief Executive Officer
- the Executive Director, Corporate Services
- the Officer's supervisor.

No disclosures were reported during the year.

Credit card certification

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

Appendix E – Freedom of Information

Freedom of Information requests

SOPA received two requests under the *Freedom of Information Act* during 2003–04. These were:

- **21 July 2003** The applicant sought access to information on rents payable on sites leased by SOPA for use for radio transmission for purposes of proposed rent review. Access was provided to relevant documentation
- **29 September 2003** The applicant sought access to statements of account, correspondence and other documentation relating to excavation work carried out by a sub-contractor for the Bicentennial Park Trust in the year 2000. Access was provided to relevant documentation.

There was one request for Internal Review during 2003–04. On 5 February 2004 additional information was requested concerning excavation work carried out for the Bicentennial Park Trust in the year 2000. The applicant was provided with copies of additional information.

Applications under the FOI Act must be in writing and accompanied by an application fee of \$30. Enquiries and applications should be referred to:

Manager, Policies and Procedures
Sydney Olympic Park Authority
7 Figtree Drive
Sydney Olympic Park NSW 2127
Telephone: (02) 9714 7157
Facsimile: (02) 9714 7151

Records and corporate information management

The Records Management Unit registered 1,394 items in 2003–04, with an additional 188 registrations as part of the Olympic Agencies Archiving Project. The Games Records Archiving Project was completed in early 2004 and will be transferred to State Records or destroyed on an annual basis as retention periods expire.

An upgrade of SOPA's records management system from TRIM Captura to TRIM Context was undertaken in June 2004 to allow SOPA to integrate management of electronic data with the records management system in accordance with legislative requirements.

Appendices

Privacy management

In accordance with the *Privacy Information Protection Act 1998*, SOPA has developed a Privacy Management Plan which has been submitted to

Privacy NSW. The plan sets out the core business and functions of SOPA and refers to information protection principles and procedures for internal review. It includes a table documenting

SOPA's processes for the handling of personal information. No applications for review were received during 2003-04.

Appendix F – Consultancy services engaged by SOPA

Consultant	Total cost	Description of service
Environa Studio	37,926.82	Merchandise Development Project
Deloitte Touche Tohmatsu Ltd	41,325.41	Property Projects Advice
Hassell Pty Ltd	87,661.33	Urban Design Advice
Hill PDA	30,175.00	Urban Design Advice
Hill Thalys Architecture and Urban Projects Pty Ltd	60,811.50	Urban Design Advice
Jane Irwin Landscape Architect	49,223.00	Urban Design Advice
Lacoste and Stevenson Architects	30,000.00	Sports Concept Project
Mallesons Stephen Jaques	61,560.35	Property Projects Advice
NSW Department of Commerce	40,000.00	Construction Specification Advice
Sasaki Associates Inc	113,789.67	Urban Design Advice
Smart Connection Company Pty Ltd	58,001.50	Aquatic and Leisure Advice
Tony Caro Architecture Pty Ltd	100,585.00	Urban Design Advice
Total consultants over \$30,000	711,059.58	
Total consultants under \$30,000	446,378.88	
Total consultants	1,157,438.46	

Appendix G – Research and development costs

Scientific research

Completed research

	Cost
Sedimentation model estimating potential impacts of sea-level rise#	\$18,000* ¹
Bathymetric survey of Powells and Haslams Creeks	\$23,000
PhD study on mangrove algae as bio-indicators of pollution#	\$10,000* ²
Sedimentation transport model for Homebush Bay	\$3,000* ³
Honours project on endocrine active compounds in waterbodies	\$8,000
Honours project on using satellite imagery to assess vegetation health and land cover	\$3,000
Assess use of iPac handheld devices for real-time hazard mapping	\$27,000

Ongoing research

	Cost
Groundwater studies	\$25,000
Independent review of reports and strategies	\$9,500
Constructed soil analysis and vegetation health studies	\$45,000* ⁴
Development of bio-assay method for estuarine systems#	\$12,500
PhD study on saltmarsh	\$30,000* ⁵
PhD study on endocrine active compounds in sediment#	\$55,000* ⁶
Wetlands risk study using burrowing crabs	\$17,000* ⁷
Total completed and ongoing research	\$283,000

Projects done in collaboration with other research institutes

*Amount spent this financial year only. Total project costs are: 1. sedimentation model \$29,000 over two years 2. PhD mangrove algae \$30,000 over three years 3. sedimentation transport model \$36,000 over two years 4. PhD saltmarsh \$90,000 over three years 5. PhD endocrine active substances \$124,000 over three years 6. constructed soil analyses and vegetation health studies \$65,000 over one year 7. wetlands risk study \$32,000 over one year

Appendices

Appendix G – Research and development costs (continued)

Wetland ecological research

Completed research	Cost
Hydrological modeling of Wanngal Wetland	\$19,000
Mangrove pest infestation study	\$26,100
Hydrogen sulfide gas study	\$15,700
Filamentous algae-nutrient relationship study	\$17,500
Expert review	\$1,200
Total	\$79,500

Marketing research

Completed research	Cost
Events development and customer satisfaction research	\$26,051
Visitor experience (non-events) satisfaction research	\$46,154
Community attitudinal and positioning research	\$92,308
Total	\$164,513

Product and business development research

Completed research	Cost
Education market research	\$20,700
Economic evaluation of future development options	\$50,000
Visitor counts	\$28,024
Total	\$98,700

Appendices

Appendix H – Publications

Publication type	Publication name	Purpose of publication
Reports	Annual Report 2002-2003	Report to the Minister on SOPA operations and achievements for 2002-03
	State of Environment Report 2003	Report updating the environmental status and activities at the Park
	Sydney Olympic Park Profile	Corporate brochure profiling the Park
	Corporate Plan 2003 – 2008	Corporate brochure articulating the strategies and actions required to achieve the corporate vision
	Living Legacy Brochure	Corporate brochure outlining the transition of the Park from the 2000 Olympic Games to today
	Status and Management of Migratory Shorebirds in Sydney – November 2003	Report based on papers presented at a symposium held at Sydney Olympic Park in 2003 in conjunction with the National Parks and Wildlife Service and NSW Wader Study Group
	Parklands 2020 & Plan of Management Summary	Summarises the vision, planned improvements and agreed uses for the 425-hectares of parklands at Sydney Olympic Park
	Parklands 2020	The full concept plan for the parklands at Sydney Olympic Park
	Parklands Plan of Management	Detailed Plan of Management for the parklands at Sydney Olympic Park
Newsletters	Park News	Quarterly newsletter for the Park. Distributed to key stakeholders, local businesses and government
	Park Life	Quarterly newsletter regarding local issues and developments. Distributed to the local community and businesses on-site
	Aboriginal History & Connections Newsletter	Quarterly newsletter for members of the Aboriginal History & Connections Program
	What's On Update	Weekly email newsletter providing an update on activities and events at the Park to subscribers
Business development brochures	Action Sports	Proposal for new Action Sports Facility at Sydney Olympic Park
	Education	Brochure outlining new education initiatives and opportunities at Sydney Olympic Park
	Business Events	Brochure and Fact Sheets articulating the available facilities at Sydney Olympic Park for meetings, incentives, conferences and exhibitions
	Must See Product Manual (Inbound and Wholesale)	On-site tours product manual for inbound and wholesale travel operators
	Urban Water Reuse and Integrated Water Management	Brochure explaining the sustainable urban water management practices at Sydney Olympic Park
Consumer brochures and flyers	What's On	Quarterly brochures outlining upcoming events at Sydney Olympic Park
	Specific Event Flyers	Various flyers promoting upcoming events at Sydney Olympic Park including Netball Cup, Handball Cup, Boulevard Markets, Drive-in, Bike Hire, Movies, etc
	Transport Guide	Brochure outlining options for getting to and from Sydney Olympic Park
	Newington Armory Fact Sheet	Fact sheet describing the history of Newington Armory
	Maps	Tear-off maps to assist wayfinding for visitors to the Park including cycle routes around Sydney Olympic Park

Appendices

Appendix I – A guide to abbreviations and acronyms

AASB – Australian Accounting Standards Board

AIFRS – Australian Equivalents to International Financial Reporting Standards

DIPNR – Department of Infrastructure, Planning and Natural Resources

ED – Exposure Draft

GFS – Government Finance Statistics

GWS – Greater Western Sydney

IAS – International Accounting Standards

ICESM – International Centre of Excellence in Sports Science and Management

MRF – Major Repairs Fund

NSW – New South Wales

NSWTC – New South Wales Treasury Circular

OCA – Olympic Co-ordination Authority

SOPA – Sydney Olympic Park Authority

TCorp – New South Wales Treasury Corporation

TMF – Treasury Managed Fund

TPP – Treasury Policy and Guidelines Paper

UIG – Urgent Issues Group

WET – Wetland Education and Training workshops

WRAMS – Water Reclamation and Management Scheme

WRAPP – Waste Reduction and Purchasing Plan

Appendix J – Annual Report and accessing SOPA

Annual Report design, copywriting and print

Design and copywriting
AnneE Lawrence and Versa Pty Ltd

Printed on Impress Matt 300gsm (cover) and 150gsm (internal pages) – an environmentally sustainable stock, using vegetable based inks.

Cost

The total external costs (such as fees for consultant and printing) incurred in the production of the report were \$38,288.

Electronic access

The report is available in a non-printed format and may be accessed on the SOPA website at www.sydneyolympicpark.com.au

Accessing SOPA

Sydney Olympic Park Authority
7 Figtree Drive, Sydney Olympic Park
NSW 2127

Telephone: 02 9714 7300

Facsimile: 02 9714 7818

Email: enquiries@sopa.nsw.gov.au

Website:

www.sydneyolympicpark.nsw.gov.au

Office hours: 8.00 am to 5.30 pm,
Monday to Friday

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Sydney Olympic Park >

Parramatta 8km >

