

03

Sydney Olympic Park Authority Annual Report 2002/03





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Terry Milham
Senior Field Officer
Place Management



Letter to the Minister

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

Dear Minister,

The Sydney Olympic Park Authority has pleasure in submitting to you its Annual Report for the period 1 July 2002 to 30 June 2003 for presentation to Parliament.

The report is submitted in accordance with Section 9A (a) of the Annual Reports (Statutory Bodies) Act 1984.

Yours sincerely,

Brian Newman
Chief Executive Officer
Sydney Olympic Park Authority

David Richmond AO
Chairman
Sydney Olympic Park Authority

LEFT
Ann Hinchcliffe
Manager, Strategic Projects & Planning
Parklands Placemaking

RIGHT
David Fenton
Manager, Events and Entertainment
Place Management



Sydney Olympic Park Authority

is consolidating a vision that will position Sydney Olympic Park for the next 20 years of its post-Olympic life. Our highly committed team of professionals are motivated by the knowledge that they are creating a place that will meet a unique range of community aspirations for generations.



Chairman's Overview

During the last twelve months, the team at Sydney Olympic Park Authority has focused on developing the concepts and strategies that will guide our creation of a vibrant and sustainable town at Sydney Olympic Park.

We are consolidating a vision that will position Sydney Olympic Park for the next 20 years of its post-Olympic life. It is work that involves the design of forms, functions and values for the new town, the refinement of business objectives for our economic development strategy, and the establishment of core values and beliefs that must be embodied by the organisation if we are to engage the attention, imagination and confidence of the broader community.

Importantly, we have also commenced the development process. In May 2003 the Hon Sandra Nori MP, Minister for Tourism and Minister for Sport and Recreation, announced successful tenders for a \$470 million commercial and residential development at Sydney Olympic Park.

Our work this year would not have been possible without support from Minister Nori and the total commitment and dedication of the SOPA Board, and of our highly-skilled team of executives and staff.

The SOPA team is genuinely excited to have this once-in-a-lifetime opportunity to create a community that will endure as a world class example of intelligent placemaking. The planning and development of Sydney Olympic Park is a major undertaking that needs total commitment from our team of professionals – and the vision of individuals who are motivated by the knowledge they are creating a place that will meet a unique range of community aspirations for generations.

I am privileged to have been part of this process since 1995, when the Olympic Coordination Authority became responsible for planning for the 2000 Olympics. Through each phase of Sydney Olympic Park's 'pre-Olympic', 'Olympic' and 'post-Olympic' life cycle, our long-term goal has always been the creation of an environment that will serve the community in perpetuity.

Today, Sydney Olympic Park enjoys the Olympic legacy of world class event facilities and exceptional architecture and infrastructure. This 640 hectare site in the geographic heart of metropolitan Sydney embraces 425 hectares of one of the largest ecologically significant parklands in the world, contains one of the world's largest urban water recycling systems, runs off three interdependent systems of power and features one of the world's

largest solar powered townships. The entire precinct is served by a network of high performance optical fibre cabling and is less than 20 kilometres by road, rail or river to Sydney and Parramatta CBDs and Sydney Airport.

Our 'next door neighbours' – Parramatta, Auburn and Lidcombe and new developments at Rhodes Peninsula and Homebush Bay West – have also reaped significant benefits from the impact of the Games and continue to enjoy Sydney Olympic Park's burgeoning range of events and facilities. For example, over 5.5 million visitors participated in 1,759 leisure, cultural and business events at Sydney Olympic Park during 2002-03. And in October 2003, we will welcome 700,000 people to Telstra Stadium for the 2003 Rugby World Cup – the world's largest sporting event of the year.

The extraordinary diversity of people who come to Sydney Olympic Park now and in the future – to live, work, play and learn – gives the place one of its finest dimensions. As SOPA continues to work closely with on-site venues and partners in our marketing and management of the place, to maximise business opportunities for both, we will ensure that investment in Sydney Olympic Park continues to bring maximum benefit to the community.



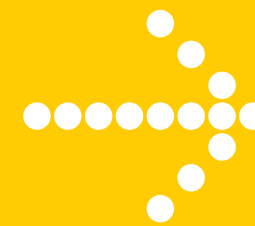
David Richmond AO
Chairman
Sydney Olympic Park Authority

Sydney Olympic Park

enjoys the Olympic legacy

David Richmond AO
Chairman
Sydney Olympic Park Authority

of world class event facilities and exceptional architecture and infrastructure



CEO's Report

The year in review was a seminal year for the Sydney Olympic Park Authority. We laid the building blocks for our future and achieved major results. Our mission is now clear – to develop and maintain, to international standards, a unique integrated town called Sydney Olympic Park.

Our mission

Brian Newman
Chief Executive Officer
Sydney Olympic Park Authority

The recognition of Sydney Olympic Park as a town – a significant and vibrant urban centre located 14km west of Sydney CBD and 8km east of Parramatta CBD – represents a major step in our understanding of how this place will evolve and how it should be managed.

During the year we reviewed our vision for the physical form, functions, beliefs and values that will characterise Sydney Olympic Park and our place leadership role. The review has entailed further refinement of our functions of placemaking and place management as we develop Sydney Olympic Park and manage its day-to-day operations.

An essential part of the place-making function of SOPA has been the definition of an economic development strategy for Sydney Olympic Park. The strategy is structured around the promotion of six 'themes', namely: sport; health, leisure and wellbeing; education; environment and nature; science and technology; and culture, the arts and entertainment.

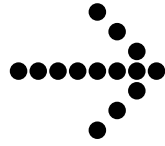
We believe Sydney Olympic Park has a competitive advantage in each of these themes, especially in sport, where we are seeking to establish a unique sports industry model that harnesses the potential of all dimensions of sport – including sports education, sports administration, sports science,

sports retail, sports culture, recreation sports and many more.

We will proactively promote these six themes by building on those characteristics that are unique to Sydney Olympic Park, and offer a clear competitive advantage.

Together these highly integrated themes will provide Sydney Olympic Park with a sustainable business model. For example, with the NSW Department of Sport & Recreation, we are developing the concept for Sports House, a State centre for sports administration that will attract a range of amateur and professional sports organisations into the precinct, to help consolidate Sydney Olympic Park's position as Australia's premier sports destination.

is now clear



...to develop and maintain, to international standards, a unique

One of our great challenges going forward is to communicate a new message – that Sydney Olympic Park is no longer a mono-experiential destination for world class sporting events, but rather, a place for living, working, learning and leisure activities. By diversifying Sydney Olympic Park's experiential offering we expect to double visitation from 5.5 to 10 million people by the end of the decade.

During 2002-03 we achieved major milestones in the 'living/working' components of this new positioning strategy. In May, SOPA announced successful developers for the first tranche of residential development at Sydney Olympic Park and the first stage of commercial development in the Town Centre. These projects will see 732 apartments and 50,000m² of commercial space developed over

the next four to seven years – and the establishment of retail shops, restaurants and cafes at the eastern end of Olympic Station. This development will achieve the highest levels of environmental sustainability, consistent with the Government's commitment to 'green' design that was established during the 2000 Olympic Games.

The approval of a Plan of Management governing future management of Sydney Olympic Park's 425 hectares of unique parklands was another important milestone in 2002-03. The Plan of Management allows us to progressively open new areas of open space to the public including ecologically sensitive wetlands, the Brickpits, four kilometres of harbour foreshore, 35 kilometres of cycle and pedestrian ways, play and picnicing

areas and a library of information on the fascinating social and industrial history of this special place.

We continued to play an important role in the education sector during the year, with almost 80,000 school students making excursion trips to Sydney Olympic Park. A new business unit was also established and charged with growing Sydney Olympic Park's position in the education market across all sectors of the industry. An Education Reference Panel will guide the development of our strategies in this area as we recognise new opportunities to leverage Sydney Olympic Park's ready-made 'campus' environment across a wide range of primary, secondary and tertiary education and training programs.

integrated town called Sydney Olympic Park

2002-03 also saw the development of Sydney Olympic Park's brand strategy and the definition of key market segments for which we will be developing new products and services. We believe there are exciting opportunities for us to leverage Sydney Olympic Park's international recognition and its core value to 'enrich' the lives of those who touch the brand.

During the year, SOPA also continued to play an important role in providing operational support to our venues, that host an ever-expanding number of events within Sydney Olympic Park.

The Telstra Stadium demonstrated why it is one of the world's great stadiums by hosting its first one-day cricket match. Together with

rugby union, AFL, rugby league, open-air performances and motor events, Telstra Stadium showed why it is one of the most flexible and most used facilities in the world.

In this seminal year of our work to develop and refine our long-term vision for Sydney Olympic Park and to begin the exciting process of rapid urban change, I would like to recognise the committed efforts of our staff. It was a year in which we experienced considerable internal changes to allow us to align our organisational structure with our new corporate strategies.

At year-end, Sydney Olympic Park stood at the cusp of a major transition in its role and place in Sydney's urban hierarchy. This transition – from Olympic site to a

vibrant, economically sustainable town – will take time. I am unreservedly confident that the years ahead will see positive developments in the realisation of our vision for the precinct. The outlook is very exciting.

Brian Newman
Chief Executive Officer
Sydney Olympic Park Authority

02 Sydney Olympic Park Authority Board

Terms of Office

The Sydney Olympic Park Authority Board (SOPA Board) comprises seven members. Six Board Members, including the Chairman, were formally appointed by the NSW Treasurer and Minister for State Development, The Hon Michael Egan MLC, in July 2001 for a three-year term to 30 June 2004. Under the Sydney Olympic Park Authority Act 2001 No 57 (SOPA Act), Board Members may be re-appointed at the end of their term.

Pecuniary Interests

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

Interaction with Management

The Chief Executive Officer, Executive Directors and Directors regularly brief the Board on aspects of SOPA's activities and performance and seek and receive guidance and direction on policy and operational matters. Board Members receive financial updates from the Executive Director of Finance on all aspects of revenue, expenditure and debtors at each Board meeting.

David Richmond AO MEd Chairman

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 building Games venues and facilities.

Mr Richmond has held a range of senior positions in the NSW State 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 New South Wales Major Events Board. He also provides 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 Chairman of the Remuneration Committee and a member of the Public Health, Research and Development Committee, Audit and Risk Management Committee and Strategic Property Planning Committee. She is also Director of Sydney Water's subsidiary company, Australian Water Technologies Pty Ltd and has been Chairman of this company since April 2001.

Mrs Kibble is a Director of the Australian Commercial Disputes Centre Ltd and the Bankstown, Camden and Hoxton Park Airports Corporation, the War Widows Guild of NSW and Qwestacon. She is a Trustee of the University of Western Sydney and a Fellow of the Royal Australian Planning Institute.

Robert Leece AM RFD BE MEngSc MBA FIE (Australia)

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

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

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

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 is actively involved in a number of organisations, including the Wollongong Sports Ground Trust, the Correctional Services Industry Advisory Council and the NSW Construct Roundtable.

The Board
Left to Right: Chris Christodoulou, Gabrielle Kibble, Robert Leece, Herb Elliott, Penelope Figgis, David Richmond, Brian Newman.

Penelope Figgis AM BA (Hons)

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

Ms Figgis is long-standing Vice President of the Australian Conservation Foundation, Director of the Australian Bush Heritage Fund, Member of the World Commission on Protected Areas and a Board Member of the Jenolan Caves Reserve Trust. As a senior member and consultant for Australia's environment movement and the Australian Conservation Foundation's chief lobbyist in the early 1980s, Ms Figgis' written work on protected area policy and nature tourism have been published widely.

Ms Figgis was a Board Member for the NSW Environmental Protection Authority and she has served on the Boards of Uluru Kata Tjuta National Park, the Australian Tourist Commission, Landcare Australia and the Great Barrier Reef Consultative Committee.



02 Sydney Olympic Park Authority Board

Herb Elliott AC MBE MA

Mr Herb Elliott was appointed to the Sydney Olympic Authority 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 who the 1998 and 2000 Olympic teams.

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.

Brian Newman BE (Civil) MBA Dip Securities Institute of Australia

Mr Brian Newman was appointed to the position of Chief Executive Officer, Sydney Olympic Park Authority on 29 January 2002 and joined the 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 the region's

largest property development projects. Prior to this role, Mr Newman was Managing Director of Nusajaya Development Sdn Bhd in Johor, Malaysia, a mini-city project designed to provide a second gateway to Singapore.

Mr Newman has held a range of senior management positions in the Australian property sector, including roles 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.

Corporate Governance

The SOPA Act constitutes the Sydney Olympic Park Authority (SOPA) as a statutory body representing the Crown. SOPA was established on 1 July 2001 with a charter to manage and promote the 640 hectare Sydney Olympic Park site, including the protection of the 425 hectare Parklands.

Under the SOPA Act, a governing Board of Authority was created whose main function is to provide direction and guidance to SOPA, ensuring the principal functions and aims of the organisation are met.

There are a number of committees to address the Board's range of responsibilities, including the Audit and Compliance Committee, Parklands Advisory Committee, Planning and Development Committee and the Education Reference Panel. For more information on these committees, please refer to page 69 of the Appendices.

Vision

The vision of SOPA is for Sydney Olympic Park to become an internationally recognised example of intelligent placemaking – a dynamic and diverse town for living, working, learning and leisure – a place for all people set within a world class built and natural environment.

Mission

SOPA's mission is to develop and maintain Sydney Olympic Park to international standards, as a unique integrated town.

Mandate

Under the SOPA Act, SOPA is defined as having the following core functions:

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

SOPA Act – Millenium Parklands Functions

Under the SOPA Act, SOPA is responsible for management and development of the Millenium Parklands. This role has the following functions:

- f) maintain the Millenium Parklands
- g) permit the use of the whole or any part of the Millenium Parklands for recreational, historical, scientific, educational and cultural activities.
- h) exercise such other functions as are necessary in order to give effect to any relevant Plan of Management referred to in the SOPA Act.

An Agency of Government

As a Statutory Authority of the New South Wales Government, SOPA is committed to serving the public to the highest standards. SOPA operates in accord with initiatives of the present Government to:

- strengthen the State's social fabric and economic position
- deliver more and better services and facilities
- maintain the high status of environmental protection
- create the nation's largest urban park at Sydney Olympic Park.

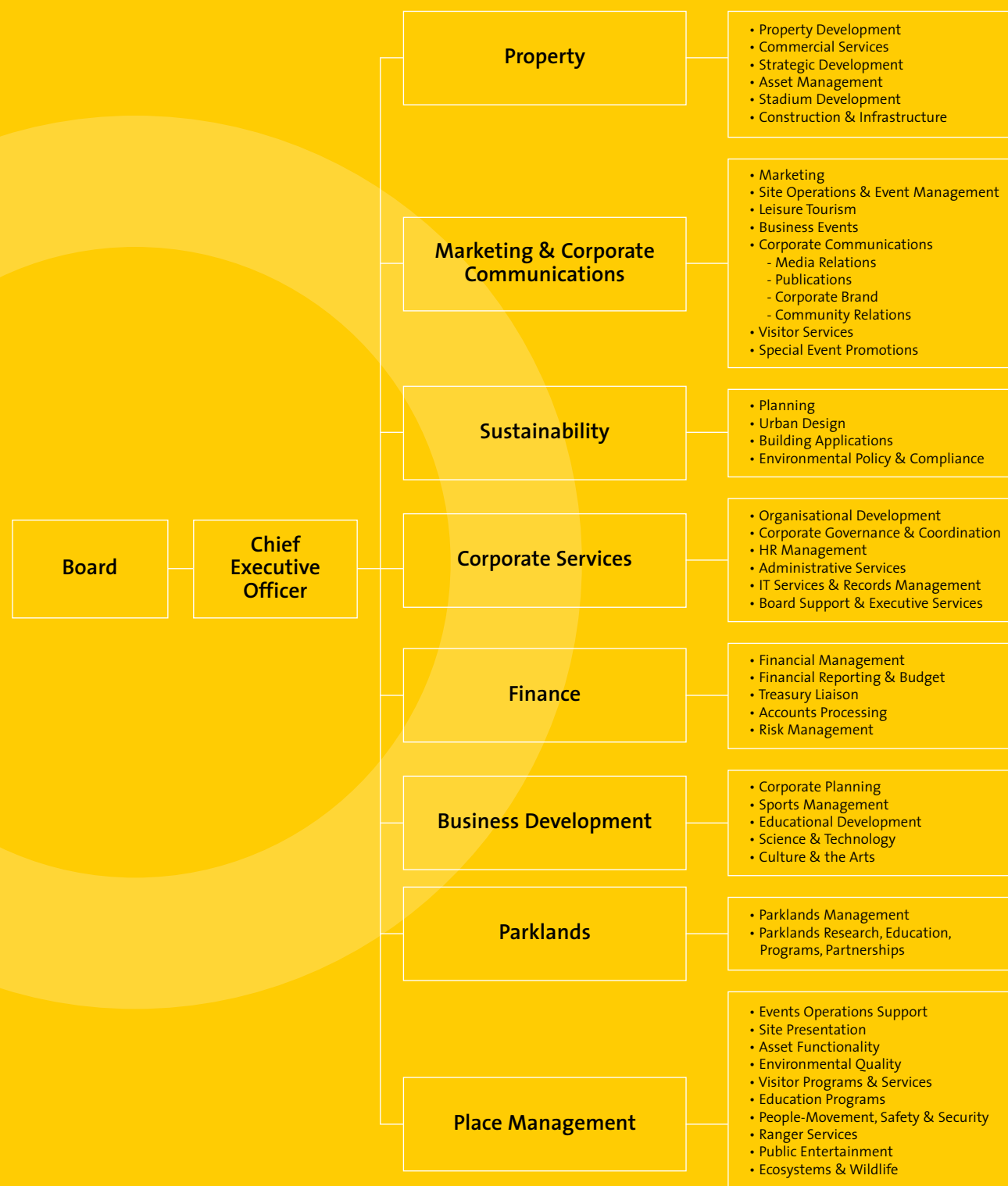
From 1 July 2002 to 30 June 2003 the Board met on eight occasions.

Board Meetings Attendance Record July 2002- June 2003

Board Members	Jul-02	Aug-02	Oct-02	Dec-02	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Meetings Attended
David Richmond	yes	yes	yes	yes	yes	yes	yes	yes	yes	9/9
Chris Christodoulou	yes	yes	yes	yes	yes	yes	yes	no	yes	8/9
Herb Elliott	yes	yes	yes	yes	yes	yes	no	yes	yes	8/9
Penelope Figgis	yes	yes	yes	yes	yes	no	yes	yes	yes	8/9
Gabrielle Kibble	no	yes	yes	yes	yes	yes	yes	yes	yes	8/9
Robert Leece	yes	no	yes	yes	yes	yes	yes	yes	yes	8/9
Brian Newman	yes	yes	yes	yes	yes	yes	yes	yes	yes	9/9



Organisational Structure



03 Building for the Future

Our work at Sydney Olympic Park Authority during 2002-03 has been to continue the planning and implementation of strategies that will ensure Sydney Olympic Park becomes a thriving and sustainable town. This work has enabled us to begin to articulate long-term objectives for the town and to plan all aspects of its form, functionality and economic development.

This process has involved the development of:

2003-08 Corporate Plan

A five-year plan defining SOPA's key corporate objectives and strategies

Vision 2025

A 20-year plan for the physical forms and structures of Sydney Olympic Park

Joint Statement of Cooperation with Parramatta Council

A strategic partnership with Council that identifies a range of opportunities that will benefit both Sydney Olympic Park and Parramatta

Parklands 2020

A vision document that defines the nature of the Parklands and its future development, supported by the operational Parklands Plan of Management

Sustainability Policy and Sustainability Strategy

A statement of our commitment to delivering environmentally sustainable outcomes for Sydney Olympic Park.



David Young
Executive Director
Place Management



03 Building for the Future

2003-08 Corporate Plan

Essential to SOPA's place leadership role at Sydney Olympic Park has been the preparation of our 2003-08 Corporate Plan.

The Corporate Plan incorporates the concept of Sydney Olympic Park as a multi-dimensional 'smart community' – a community that shares a set of values and enjoys a way-of-life unique to the place.

These values, or 'community themes', emanate from the six pillars of SOPA's economic development strategy, namely: science & technology; health, recreation & wellbeing; environment; education; sport; and culture, arts, food & entertainment.

Together, these economic drivers and their related community themes will influence the way-of-life and quality-of-life enjoyed by the new 'smart community'.

This new 'smart' approach to the way people live, work, play and learn will enable us to build and maintain a competitive advantage for Sydney Olympic Park.

Business objectives

The Corporate Plan incorporates eleven key business objectives which will give a strong focus to our work as a placemaker at Sydney Olympic Park. These objectives are:

1. build Sydney Olympic Park as Australia's premier sports destination and create a totally integrated sports industry model

2. become a centre for excellence in education and training, using Sydney Olympic Park's 'campus' environment to build a diverse student and institutional base

3. promote science and technology as economic activities and to support the quality of life at Sydney Olympic Park

4. position Sydney Olympic Park as a national centre for health, recreation and wellbeing – an enriching place for spiritual, emotional, occupational, intellectual, economic, social and physical welfare

5. become a regional centre for culture, the arts, food and entertainment – an activated, lively place that offers a distinctive array of social and cultural opportunities through events and other activities

6. ensure that the principle of environmental, social and economic sustainability drive SOPA's place-leadership activities and international recognition of Sydney Olympic Park as an outstanding example of intelligent place making

7. be home to one of the world's great urban parklands – bringing together nature, art and history

8. create a high quality living and working environment that attracts and retains a critical mass of occupants who make use of high quality social and recreational infrastructure

9. expand the level of visitation to Sydney Olympic Park through product enhancement initiatives and effective marketing of leisure tourism, business events and venues

10. position Sydney Olympic Park as a recognised internationally acknowledged and respected brand that adds value to its product and service offering

11. enhance Government return on investment by strengthening the commercial, social and economic benefits of Sydney Olympic Park and by progressively reducing net annual operating costs.

Supporting these business objectives are a range of strategies that will determine how we move forward in building and maintaining a thriving new town, and that uphold the Olympic legacy of high ecological, design and management standards.

Five ways in which SOPA will measure success in achieving these objectives are:

→ changes in the physical character of Sydney Olympic Park to develop a 'sense of place'

→ levels of visitation, activation and enlivenment

→ levels of economic generation

→ market differentiation, as a place for living, working, learning and leisure

→ brand positioning.

Key performance indicators for each Business Objective are also identified in the Corporate Plan and incorporated into SOPA's Operational Plan.

Organisational implementation

Successful implementation of the Corporate Plan requires an organisational response from SOPA that is both structural and cultural and that harnesses the skills of our team of professionals.

In this market orientated, customer conscious and development-driven business environment, the Corporate Plan also emphasises the need for SOPA to manage rapidly changing business agendas.

Creating a 'smart community'

The economic development of Sydney Olympic Park is framed around SOPA's concept for a 'smart community' where six interdependent community themes – or ways of life – are promoted.

As the diagram on the following page shows, each economic driver will promote a way-of-life and a set of values which, together, make up the 'smart community'.

These community themes are:

Sports town

Sports play a vital role in people's lifestyles in the most significant and integrated sports centre in the world

Intelligent community

World class IT&T infrastructure is used to improve the quality of life of those living, working and learning at Sydney Olympic Park

Healthy community

A holistic approach to physical and environmental health

Green community

Committed to environmental sustainability

Learning community

Learning is woven into the fabric of the town's intellectual, cultural and economic community life

Events town and Creative community

Events play a significant role in the town's burgeoning economic and social life and creative individuals determine a point of difference for the town.

LEFT
Deborah Hennessey
Operations Accountant
Financial Services

RIGHT
Wayne Prior
Director, Commercial Property Services
Property

Unique Regional Position

Sydney Olympic Park is located in the geographical heart of metropolitan Sydney, 14 kilometres west of Sydney CBD and 8 kilometres east of Parramatta.

Sydney Olympic Park enjoys a close relationship with the Western Sydney region, which is profiled below:

→ Australia's third largest economy behind Melbourne and Sydney CBDs

→ 72,000 businesses generating \$54 billion annual economic output and growing to \$80 billion by 2013

→ 1 in 5 Australian jobs

→ population 1.8 million growing to 2.4 million by 2018

→ 12% employment growth at double the population growth

→ 150 of Australia's to 500 companies

→ 1,500 IT companies, the highest concentration in Australia

→ the largest healthcare precinct in the southern hemisphere





framework for a smart community

the Sydney Olympic Park Authority's 2003-08 Corporate Plan is framed by the concept of a 'smart community', a place where **six independent community themes** and their **economic drivers** will create a vibrant town in which people can live, work, play and learn.

03 Building for the Future

Vision 2025

Central to SOPA's work in creating a new town at Sydney Olympic Park is the development of a comprehensive urban design strategy we have named Vision 2025.

The purpose of Vision 2025 is to resolve ways of creating a vibrant and sustainable township at Sydney Olympic Park by the year 2025. This long-term strategy will guide design and development at Sydney Olympic Park and achieve high quality environmental amenity for the people who will work in, live in and visit the precinct in the decades ahead.

Vision 2025 builds on the 2002 Sydney Olympic Park Masterplan (a planning framework for the Town Centre) and Parklands 2020 (a planning framework for our 425 hectare Parklands). The process has brought together an expert team of urban and landscape designers, architects and specialists in transport planning, environmental design, land economics, social planning, large scale master planning and implementation, as well as arts and culture.

Led by the Sustainability Unit, SOPA began work on Vision 2025 in March 2003. We anticipate that its development will be completed in early 2004 and that it will be implemented through development of a new Master Plan for Sydney Olympic Park. This new Master Plan will ultimately need the approval of the NSW Minister for Infrastructure, Planning & Natural Resources, the Hon Craig Knowles.

Working closely with our neighbours

The year in review saw SOPA work closely with its neighbours to ensure our activities at Sydney Olympic Park are responsive to local community needs and their jurisdictions.

SOPA enjoys a close and productive relationship with Auburn Council, the local government area in which Sydney Olympic Park is situated.

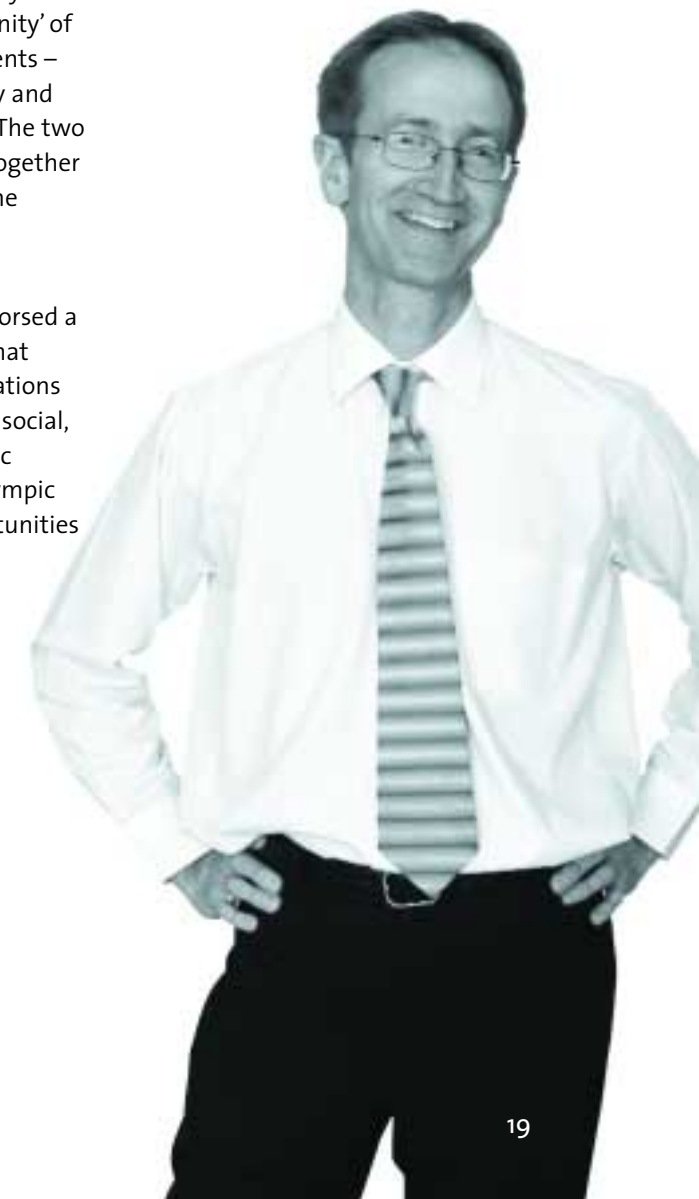
Discussions were initiated regarding how Auburn Council can play an important role in the provision of community services to Sydney Olympic Park's 'new community' of workers, students and residents – services like childcare, library and community centre support. The two organisations also worked together on cultural events such as the Australia Day festivities.

In October 2002, SOPA and Parramatta City Council endorsed a Statement of Cooperation that describes how both organisations can work together to create social, environmental and economic benefits for both Sydney Olympic Park and Parramatta. Opportunities include tourism, marketing,

entertainment/arts, recreation, transport, education, environment and regional leadership.

SOPA anticipates that this shared commitment will help both organisations achieve regional planning targets and enable us to expand our focus from local issues to include state, national and international opportunities. A Joint Advisory Group will hold annual reviews of new opportunities.

Craig Bagley
Director, Planning
Sustainability





Pristine woodlands, wetlands and

Swapan Paul
Manager, Ecological Research Projects
Parklands Placemaking

04 Sense of Place

Sydney Olympic Park embraces 425 hectares of Parklands in the geographical heart of Sydney. As a world class model of environmental and cultural renewal, this is a place where nature has been regenerated after a long period of neglect. Pristine woodlands, wetlands and mangroves stand alongside significant cultural sites – to offer the community a program of recreational, inspirational and educational experiences.

Parklands 2020

Under the SOPA Act, SOPA is responsible for protecting, maintaining and improving the Parklands to promote its recreational, historical, scientific, educational and cultural value. SOPA's vision strategy for the Parklands is Parklands 2020, which describes how SOPA can:

- protect and enhance the Parklands through research programs
- develop environmental, history and arts programs that engage the community in an enriching way.

Informal programs at the Parklands include picnicking, cycling and walking. Formal programs have been designed to enhance visitors' understanding of the place – through education programs, tours and community/arts events. Education programs and tours tell of the Parklands' indigenous, colonial and naval history, and cultural events focused around Newington Armory enable the community to add their own layer of contemporary stories to the place.

Parklands Plan of Management

The SOPA Act requires that SOPA's obligations as place manager for the Parklands be translated into a viable operational plan through the Parklands Plan of Management. The Plan of Management – approved in early January 2003 by Ministers Egan and Debus – facilitates the developments outlined in Parklands 2020 and defines the scheme of operation for the Parklands.

Government approval of the Plan of Management comes with \$25 million in capital funds over the next four years, and an additional \$1 million recurrent funding to assist implementation.

mangroves stand alongside significant cultural sites

04 Sense of Place

Parklands Events Program

The highly successful Parklands Events Program – themed around the environment, history and the arts – has been shown to provide participants with a net satisfaction rate of over 80% (exceeding the 70% benchmark set by SOPA's Events and Entertainment policy). Events featured in a full 2002-03 program included:

Aboriginal History and Connections Program

The Aboriginal History and Connections Program was progressed to build SOPA's knowledge of the significant Aboriginal associations of the site, including:

- historical research – location of previously unreported historical evidence that shows continued traditional use of the Sydney Olympic Park area
- cultural heritage research – location of previously undocumented physical evidence of Aboriginal usage of the Wanngal Woodland

→ Aboriginal consultation and participation – excursions to the Parklands in February 2003 fostered Aboriginal involvement with the program

→ general program promotion – media coverage of the Aboriginal sites survey in March 2003 was presented in the Sydney Morning Herald, Koori Mail and local press and presented in SOPA's first quarterly newsletter to promote the program

→ Aboriginal history and heritage advice – provision of interim place names drawn from the Sydney Aboriginal language(s) for precincts within the Parklands.

Opening of River Walk and Louise Sauvage Pathway

On 6 March 2003, the Hon Michael Egan joined Olympic Gold Medallist Louise Sauvage to officially open Sydney Olympic Park's River Walk and the Louise Sauvage Pathway. These pathways can be accessed by wheelchair, bicycle and foot and add 6.3 kilometres of car-free paths to the 32 kilometres of pathways at

Sydney Olympic Park. The new facilities skirt the former Royal Australian Navy Armament Depot (RANAD) site (now Newington Armory) and the Wanngal Woodlands and Wetlands to offer a unique historical and ecological experience to visitors.

Western Sydney Environment Week, Newington Armory Open Day

The Parklands celebrated Western Sydney Environment Week with an open day at Newington Armory on 1 June 2003. Approximately 600 people participated in heritage and nature tours, Aboriginal music and dance, a water-themed photographic exhibition, the exhibition 'Birds of Sydney Olympic Park' and displays of live Green and Golden Bell Frogs and bats.

Tour Program

The popular interpretation tours program continued to develop throughout 2002-03 with over 300 tours delivered to 6,500 participants. Whether spotlighting for animals at dusk or identifying bird species at dawn, trained interpretation guides deliver a program that enables people from all walks of life to learn from the rich natural and cultural heritage of Sydney Olympic Park.

Education Program

During 2002-03, SOPA ran excursion programs for 232 schools involving 512 classes and 12,173 students. This was an excellent result given the significant amount of capital works carried out during the period. Most full-day programs focused on the environment, with increasing numbers of programs using the built environment at Sydney Olympic Park. Highlights included the opening of a shade shelter in Bicentennial Park, a new bridge to Concord West, and a 50% increase in Teach the Teacher programs.

The Education unit continued its position as a key resource for senior secondary school students with Stage 6 students making up 42% of all excursions.

Parkland Tour Development

The Parklands Tour program and School Holidays Tour program were reviewed during 2002-03, with several tours re-presented and new tours were developed for delivery in 2003-04 to include:

- Indigenous Tour Program will be ready for a trial delivery in November 2003 and presentation in December 2003 in preparation for the opening of the Newington Armory on 18 January 2004
- Armory Heritage Tours 1897 to 1996 is in a continual state of development with extensive research gathered during 2002-03 for inclusion in the expanded program

LEFT
Luke Saffinga
Senior Park Ranger
Place Management

RIGHT
Judy Harrington
Interpretive Ranger / Guide
Place Management

→ Health and Wellbeing Program offers a range of activities for people seeking to improve their understanding of general health matters

→ Ethnic Community Program is aimed at groups with traditional cultural interests that are not yet fully expressed in the community or that have limited availability in the region.



formal programs have



been designed to enhance visitors'

understanding of the place



A Diverse Place

The extraordinary diversity of people who come to Sydney Olympic Park gives the place one of its finest dimensions. During 2002-03, these people and organisations included:

- Local Rotary Club
- Corporate Events
- Dance Parties
- Big Day Out
- Desperate and Dateless Ball
- Lunchtime Legends Sports Comp
- Lions Club
- Beijing Organising Committee for the 2008 Beijing Olympic Games
- Candidate 2012 Olympic bid cities
- Macau Government Tourist Office
- Korean National Olympic Committee
- Thailand Minister of Sport and Tourism
- Qatar Sports Academy
- Kenyan High Commission
- Canadian Provincial Parliamentarians
- Save the Children Australia
- Hurstville City Council
- Australian Olympic Committee
- USA Invitational School Volleyball
- International Judo Open
- Hillsong Convention
- National Dance Championships
- Vision Quest Conference
- NSW Gridiron Football League
- NSW Badminton Tournament
- Gay Games
- School Speech Nights
- Transmission Dance Party
- SES Turkish Concert
- Karate Workshop
- Lebanese Concert
- Kemp Ryu Karate Championships
- Australian Deaf Games
- Institute of Chartered Accountants
- Katoomba Christian Convention
- Special Interest Groups
- School Groups
- University and TAFE College Groups
- Doctoral research students
- Academic Scientists and Specialists
- Practicing Ecologists

LEFT TO RIGHT
 Kerry Darcovich Park Ecosystems Manager Place Management
 Michael Thompson Administrative Support Officer Corporate Services
 Graham Butchart Nature Tourism Coordinator Parklands Placemaking
 Bindu Cholayil & Elizabeth Braga Administrative Assistants Place Management
 Jenny O'Meara Ecology Projects Manager Place Management
 Lesley Kempshall Strategic Relations Officer Marketing & Corporate Communications

04 Sense of Place

Research Programs

Wetlands Ecology Research

During 2002-03, SOPA's Wetland Ecology Research program spanned: hydrology; nutrient and eutrophication issues; biodiversity; degradation, repair and regeneration of habitats and communities; drought; and pest control.

Program objectives were to maintain rigorous scientific values, increase the involvement of stakeholders, conduct expert reviews, build industry consultation and create linkages with the broader community. Where possible, scientific and technical publications were made on research outcomes.

As part of sharing information with special public interest groups, three highly successful Wetland Education and Training workshops were also conducted.

A Wetland Action Plan is being drafted to guide our work to protect, repair, enhance and conserve the wetlands.

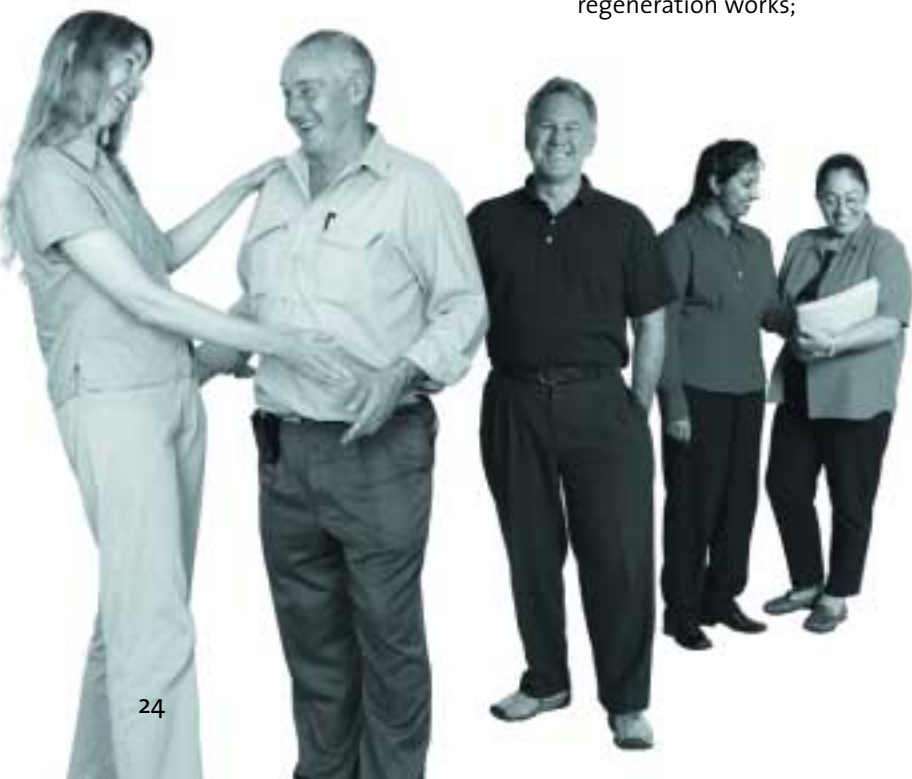
Biodiversity

As a result of redevelopment at Sydney Olympic Park throughout the 1990s to conserve and enhance genetic, species and ecosystem biodiversity, the place now contains a rich diversity of ecologically significant fauna, flora and habitats. The site's constructed and altered habitats and competing land management objectives mean that conservation of these biodiversity values requires ongoing and active management.

During 2002-03, SOPA undertook a wide range of management activities to conserve biodiversity at Sydney Olympic Park, including: installation of 38 bat and bird breeding boxes; planting 7,500 grasses, 10,000 shrubs, 15,000 trees and a shrub layer on Kronos Hill; selective removal of mangrove seedlings in saltmarsh stands; mosquito control using a biological larvicide; induction training of 60 landscape, construction and security contractors; continued bush regeneration works;

implementation of a fox control program; a weed replacement trial for the Brickpit; management of water levels in constructed freshwater ponds to maintain a minimum 'frog level' during the summer Green and Golden Bell Frog breeding season; and irrigation of drought-threatened saltmarsh species *Wilsonia backhousei*.

Monitoring and research programs conducted by SOPA staff, external ecologists and scientists, community volunteers and research students during 2002-03 assisted SOPA to integrate the protection of ecological assets and values with management operations and visitation; apply and adapt management strategies; and conduct education and other interpretive programs.



05 Sustainable Community

Throughout the year, Sydney Olympic Park Authority continued to demonstrate a strong commitment to best practice management of environmental, social and economic sustainability. We developed a Sustainability Policy and Sustainability Strategy and produced a State of the Environment report (SoE) that describes programs, education opportunities, operational management functions and other activities that promote sustainability at Sydney Olympic Park.

The SoE will move towards a 'sustainability reporting' format for 2003-04 to ensure ongoing diversity in SOPA programs and initiatives, especially in relation to social sustainability.

The development and adoption of a Sustainability Policy and Sustainability Strategy during 2002-03 have been key achievements in promoting sustainability as a key objective in the 2003-08 Corporate Plan. Other achievements in sustainability during the year were to:

- establish an assessment process for environmental impact and design of proposed commercial and residential developments

- receive Ministerial approval for the Plan of Management for the Parklands
- host the launch of Western Sydney Environment Week 2003 at Newington Armory
- continue operational management and monitoring programs on flora and fauna
- receive endorsement from the NSW Heritage Council for the Conservation Management Plan for the Abattoir Heritage Precinct
- receive commendation for 'conservation of built heritage' in the 2003 Energy Australia National Trust Heritage Awards for restoration of the Newington Armory (formerly the Royal Australian Navy Armament Depot, Newington)
- commence development of a sustainable leachate strategy
- commence development of a Social Plan for the town
- develop a Waste Reduction and Purchasing Plan (WRAPP)
- complete the scheduled chemical waste treatment program.

Alan Hill
CADD Services Manger
Place Management

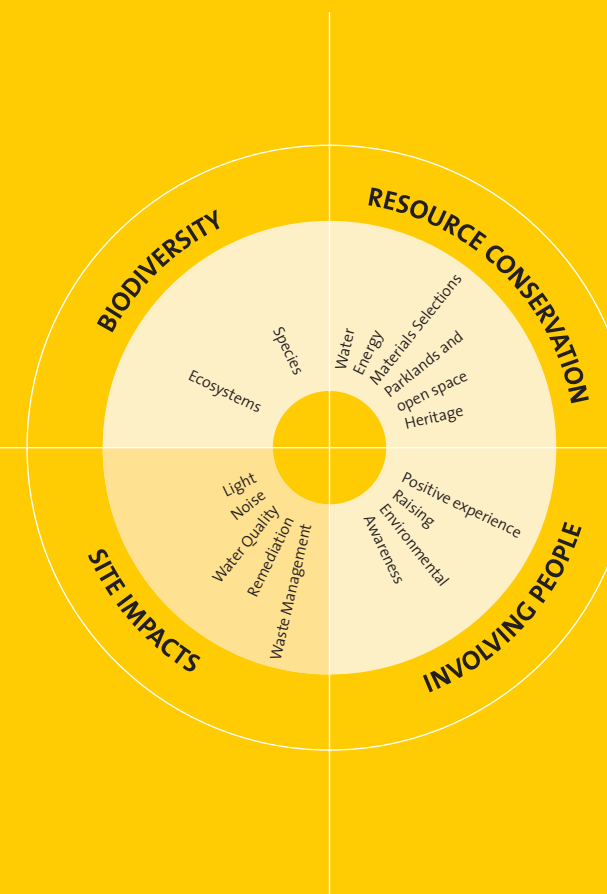
During 2002-03, SOPA also established strategic partnerships with a diverse range of stakeholders – including research institutions, businesses, environmental organisations and government agencies – to build on existing environmental legacies and to set new benchmarks at Sydney Olympic Park for social, environmental and economic sustainability.

Sustainability Policy

The Sustainability Policy reflects SOPA's commitment to environmental innovation and a best practice approach to sustainability by prioritising water and energy conservation, material selection, waste minimization, protection of the natural environment, and engagement with stakeholders.

Sustainability Strategy

The Sustainability Strategy is a practical interpretation of principles established in the Environmental Guidelines (September, 1993) that still apply to Sydney Olympic Park. The Strategy interprets the concept of sustainability for Sydney Olympic Park through four core performance areas, as described in the diagram opposite.



sustainable community

Sydney Olympic Park Authority's commitment to best practice sustainability and excellence in urban design are key considerations for future development at Sydney Olympic Park. The Sustainability Policy, Sustainability Strategy and Master Plan provide extensive guidance on requirements for all future development.

Two mandatory requirements of the Park Master Plan are:

1. All developments at Sydney Olympic Park must connect to Sydney Olympic Park's innovative Water Reclamation and Management Scheme (WRAMS),
2. All new developments must achieve a minimum 4.5 energy efficiency rating from the Sustainable Energy Development Authority (SEDA).

In addition to maximising opportunities for water and energy conservation, all future developments must prioritise selection of sustainable materials, waste management and minimisation, and environmental innovation. Developments must also demonstrate high-level environmental management throughout the design, construction and operational phases.

SOPA's rigorous assessment criteria for evaluating potential development proposals for Sydney Olympic Park are similar to the criteria that was used to assess environmental features of venues and infrastructure for the Sydney 2000 Olympic Games and Paralympic Games.

05 Sustainable Community

Environmental Compliance

During 2002-03, there were no breaches to environmental legislation that resulted in harm to the Sydney Olympic Park environment.

Waste Reduction and Purchasing Plan (WRAPP)

SOPA has developed a Waste Reduction and Purchasing Plan (WRAPP) as required by the Waste Avoidance and Resource Recovery Act 2001. The WRAPP – submitted to Resource NSW in February 2003 – establishes operational strategies that will: minimise the generation of waste; require separation of wastes generated by all activities for re-use and recycling; and ensure the purchase of products with recycled and/or low waste content, wherever these products are cost and performance competitive.

The WRAPP recognises that the greatest opportunities to minimise waste and maximise recycling opportunities at Sydney Olympic Park are in the areas of construction and demolition activities, landscaping, event management, and administrative services.

Social Sustainability

SOPA is currently developing its first Social Plan for Sydney Olympic Park to ensure the principles of social equity and opportunity inform all future development for the town.

The Social Plan is unique because it does not respond to an existing population. Instead, it will shape the future 'character' of Sydney Olympic Park by enabling SOPA to appropriately respond to the evolution of: residential and commercial development; visitor, educational and business development programs; and residential, workforce and visiting populations. Key outcome areas that are proposed for the Social Plan include: social infrastructure; social diversity; community engagement and participation; amenity safety and well being; and regional leadership, social equity and accessibility. The Social Plan will be completed in late 2003.

LEFT
Nicole Campbell
Manager, Environmental Policy
Sustainability

RIGHT
Terry Martin
Executive Director
Property

Economic Sustainability

The 2003-08 Corporate Plan reflects SOPA's understanding that the sustainability of Sydney Olympic Park rests with its unique and irreplaceable characteristics – and that a viable long-term economic model and the proactive implementation of this model are essential to the creation of a sustainable town at Sydney Olympic Park.



06 Developing the Place

Creation of a sustainable town at Sydney Olympic Park requires the development of many elements, not the least being a quality living and working environment.

The role of Property is best described through its business units – Property Development, Commercial Services and Asset Management (incorporating Capital Works) which manage and change the physical landscape of Sydney Olympic Park with investors, developers, contractors and users.

The Property team has extensive property development and construction industry knowledge and is well versed in the corporate history of Sydney Olympic Park. These personal skills are complemented by the team's high level of expertise in managing public land disposals (either as freehold sales, leasehold and/or financially structured schemes), optimising the commercial outcomes and achieving a very high standard of design and environmental sustainability at minimal risk to SOPA.

The Property team's key focus in delivering to Sydney Olympic Park the built form, mix of uses and

economic basis that will constitute a 'unique integrated town' at Sydney Olympic Park, is to ensure that the town has the retailing, services and public facilities and infrastructure necessary for the town to function and thrive; that people have what they need to live, work, learn and play at Sydney Olympic Park; that people can easily travel to and from the place; and that Sydney Olympic Park, whilst establishing its own identity, is an integral part of the regional community.

As delivery of the first residential and commercial developments at Sydney Olympic Park are staged over five to eight years, Property will establish ongoing relationships with developers to ensure the objectives of both the developer and SOPA are achieved. Developers can take comfort from knowing that SOPA understands their business and that their development will be an essential component of the overall town strategy.



o6 Developing the Place

Building a town

The first stage of development under the 2002 Sydney Olympic Master Plan was unveiled on 9 May 2003, with The Hon Sandra Nori MP, Minister for Tourism and Minister for Sport and Recreation, announcing successful tenders for one residential and three commercial developments on approximately 2.5 hectares of land at Sydney Olympic Park.

This \$470 million investment is testament to the private sector's confidence in the future of Sydney Olympic Park. The project will reap major long-term social, environmental and commercial benefits for the people of New South Wales and across the broader community. The Stage One development marks commencement of the transformation of Sydney Olympic Park into a new, thriving town.

This Stage One development initiative means that Sydney Olympic Park will experience a major phase of development during 2003-08, leading to rapid urban change and transcendence of the Olympic life cycle. During this period 116,000m² of new development will be either completed or under construction – representing \$0.5 billion in new investment and including:

- apartments x 736 – 66,000m²
- office buildings x 3 – 50,000m²
- restaurants, retail space and cafes.

Multiplex/Babcock & Brown are the developers of Stage One's three 20 storey residential towers and a six-storey residential podium building (representing a total of 736 dwellings and 1,350m² of ground-floor retail and commercial space) on Site 3 at the northern end of Australia Avenue. The architect is Nick Turner & Associates. The consortium intends to complete the development over three stages in six years.

Charter Hall Holdings Pty Ltd/AMP Henderson Global Investors are the developers of Stage One's three commercial six-storey towers on Sites 5, 6 & 7 which are positioned between Herb Elliott Avenue and Dawn Fraser Avenue. The builder is Walter Construction Group and the architect is Richard Huxley & Associates.

These Stage One developments meet and exceed the NSW Government's sustainable development requirements, with all buildings receiving a 4.5 star energy rating. Stage One will provide homes for 1,500 people, employment for 3,000 people and

provide restaurants, shops and town facilities such as a library, community centre and childcare centre. SOPA expects the first residents to move into their apartments in late-2005.

The Stage One projects will put Sydney Olympic Park on track to becoming one of the most coveted places in Sydney to live, work, play and learn.

The sale and development of land for Stage One will generate \$70 million in benefits to the NSW Government. Whilst the 2002 Master Plan identifies ten development sites, in excess of twenty sites are earmarked for development over the next ten years.

In addition to land disposals for private sector development, Property is also identifying and initiating developments which can only happen through mechanisms such as: strategic public / private sector alliances, innovative financing structures, securing potential tenants for the private sector developers and introducing end-purchasers for those developments when completed. Property has been very successful in this regard and stands to generate substantial additional revenues from those pursuits.

As well as delivering on this work, Property must create new sport and entertainment areas and maintain and present these facilities in a way that is consistent with the benchmark design standards and values for which Sydney Olympic Park is recognised internationally.

Sports House

An exciting development opportunity being pursued at Sydney Olympic Park is Sports House, a new centre for sports administration, training, testing and education being procured under a construct, finance and lease-back arrangement. SOPA called for expressions of interest from financier/constructor consortiums for Sports House in January 2003 and Government consideration of detailed proposals is expected by late 2003. If approved by Government, construction of Sports House on the corner of Olympic Boulevard and Sarah Durack Avenue would commence in early 2004.

The proposal for Sports House is to create a world class facility for both elite and amateur athletes and bring together a wide range of sporting organisations, associations and affiliated bodies – including the NSW Institute of Sport (NSWIS), Department of Sport and Recreation (DSR) and a Sports Café.

NSWIS facilities (and affiliates) will include: a Strength & Conditioning Gymnasium with an aerobic room for testing athletes under different environmental conditions; a Biomechanical Laboratory and Video Analysis; Biochemical and Physiology labs; athlete career and education facilities; a Psychology area and Coaches area; a specialist medical centre; Australian Sports Drug Agency; travel agent; and HR consultancy.

Commercial Services

During 2002-03, the Property team – through its Commercial Services business unit – continued to negotiate and service a broad range of leases, licences and other agreements with stakeholders, overseeing car-parking operations on the site, and providing commercial support to Event Operations, Marketing and Visitor Services. Significant achievements were:

- a September 2002 review into car parking operations and management recommended an increase in casual and pre-booked parking rates and a new incentive-based contract for the provision of management services. The contract with Secure Parking Pty Ltd was signed in February 2003
- 921,712 vehicles were parked on the site during 2002-03 resulting in increased parking revenue at \$5,207,093 due to more events and greater customer familiarisation

→ \$8.3 million was collected from commercial licence fees (\$324,095), estate levies (\$4,044,505) and commercial rents (\$3,997,112)

→ license agreements valued at \$185,000 allowed the Royal Agricultural Society to use of sections of the Olympic Boulevard, Australia Avenue, The Overflow, the Horse Exercise Trail and the Exhibitor Parking Area for the Royal Easter Show

→ new Operator's Agreements were executed with the Sydney Cricket and Sports Ground Trust for the Sydney Olympic Park Aquatic and Athletic Centres, and with the State Sports Centre Trust for the Sydney Olympic Park Sports Centre, Hockey Centre and Sports Halls

→ the lease of the Golf Driving Range was finalised and the venue re-opened to attract over 3,000 clients per week, with lessee plans for further development to increase client capacity

→ an independent report on the level of electromagnetic emissions from AM Radio towers at Sydney Olympic Park (commissioned by SOPA and the Department of Planning, Infrastructure and Natural Resources) concluded "there is no basis for concern over direct effects of radio-frequency radiation for prospective apartment occupants...". The availability of AM transmission sites throughout the Sydney Region is to be reviewed by an inter-agency group

The Stage One development marks commencement of the transformation of Sydney Olympic Park into a new, thriving town

o6 Developing the Place

- acquisition of land from Waterways to complete the boundaries of Bicentennial Park and provide additional parklands for research and public use
- finalisation of the lease with Tennis NSW.

Asset Management

SOPA's Property team is also responsible for the creation and maintenance of the physical assets that make up the roads, carparks, utility services, infrastructure, public areas, Parklands and the Town Centre of Sydney Olympic Park.

Achievements related to creation of Sydney Olympic Park's assets in 2002-03 include:

- incorporation of the State Sports Centre facility into SOPA's major maintenance contracts
- development of performance-based standards for the Parklands and incorporation of these standards into a major landscape contract
- finalisation of asset management plans for all SOPA's assets
- incorporation of regular performance assessment into SOPA's Cleaning and Waste contract
- major refurbishment of the moveable floor in the Aquatic Centre's training pool

- completing approximately \$18 million in works including routine maintenance, breakdown/repair, replacement/renewal, horticultural and landscape works, operation and cleaning of SOPA's built and natural assets.

During 2002-03, the Property team completed a \$26 million capital works program – providing infrastructure to support growth of the Town Centre and alterations to the Telstra Stadium's seating and roof, a widely recognised achievement that met budget targets.

Telstra Stadium development – an Olympic legacy

Stadium Australia was renamed Telstra Stadium in July 2002. Two large Telstra Stadium signs were installed on the east and west grandstands in February 2003 to confirm the stadium's new identity. The Telstra naming rights agreement runs until the end of 2009, with a number of options for further extensions.

Telstra Stadium is situated on SOPA land and is owned and operated by the Stadium Australia Group (comprising Stadium Australia Trust and Stadium Australia Management) under a long term agreement with SOPA. The stadium will revert to the Government when the agreement expires in 2031.

The post-Games reconfiguration of Telstra Stadium continued through 2002-03, although several months were lost in late 2002 due to a design dispute that was ultimately resolved in January 2003. Work was well advanced by 30 June 2003.

Design on the post-Games stadium was enhanced during 2002 to provide an even better facility for the people of Sydney. All elements of this work, listed below, cost approximate \$80 million and will be completed for the 2003 Rugby World Cup:

- demolition of the temporary north and south end stands
- removal of the athletics running track
- moving the lower seating bowl closer to the field
- construction of north and south end facades and roofs
- new Level 3 north seating tier
- the AFL conversion works (larger field, moving east and west lower seating tiers)
- associated landscaping works.

Close cooperation between SOPA, the Stadium Australia Group and the builder Multiplex Constructions, has allowed post Olympic reconstruction to be carried out whilst continuing to operate the stadium for events. Telstra Stadium now provides a more comfortable, intimate and exciting experience for spectators. The majority of seats are closer to the action and protected by the number of seats under cover has been increased due to the construction of the new north and south roofs.

Final capacity seating is 83,500 – with approximately 83.5% of these seats under cover in 'AFL mode' and 78.5% under cover in 'rugby mode'. The stadium's first stage, completed

in March 1999 for the Olympics, seated 110,000 people.

The installation of new moving stand technology on the east and west lower seating tiers allows the stadium to host a wider range of events and will help to make the stadium more profitable. These events – including both rectangular field sports and oval field sports – include rugby league, soccer, rugby union, AFL, cricket, concerts, speedway and extreme games.

Major events held in Telstra Stadium during 2002-03 included the Bledisloe Cup, the Australia v Wales Rugby Union Test, various National Rugby League games including the Grand Final, two double headers, a State of Origin and Bulldogs home games, regular Sydney Swans AFL games and the final of the World Speedway Championships. The first cricket game at Telstra Stadium, an ING Cup match between NSW and South Australia, was played on 16 February 2003.

LEFT
Warwick Proctor
Director, Major Assets Management
Property

RIGHT
Cheryl Wilson
Administrative Assistant
Property

Games Memories

The striking installation of Games Memories – 'poles', videos, photographs, graphics and sound effects – is a permanent recognition of athletes, volunteers, audiences and visitors to Sydney Olympic Park of those "best ever" Sydney 2000 Olympic Games and Paralympic Games.

Games Memories was opened by the Premier on 15 September 2002, on the second anniversary of the 2000 Olympic Games Opening. The main installation is on the Stadium Forecourt. Two satellite installations are located at the Sydney Aquatic Centre and at the Sydney SuperDome.





07 Developing Our Business

The attraction and development of new enterprises and major events to Sydney Olympic Park is the responsibility of the Sydney Olympic Park's Business Development team.

The team's extensive commercial experience allows SOPA to formulate, assess and develop potential opportunities for Sydney Olympic Park, in collaboration with the specialist skills of other functional areas.

The Business Development functional area became operational in November 2002, giving the new team eight months to achieve exceptional results for 2002-03. From a working brief across each of the Corporate Plan's six economic themes, the new team's focus has been to develop SOPA's business objectives in Sport and Education.

A Sports Town

To position Sydney Olympic Park as Australia's premier sports destination, Business Development will optimise use of existing facilities and develop strategic partnerships with organisations that can deliver new events and offer an enhanced range of sport experiences at Sydney Olympic Park.

Initiatives during 2002-03 to raise the profile of sport at Sydney Olympic Park across three levels – elite sports (international, national, state), developmental sports (youth, junior representative) and community sports (general public recreational, mass participation activities) – are the first steps in creating an integrated sports industry model that is unique in the world for sport and sports precincts.

Basketball

The Australian Basketball Federation (One Basketball) relocated its administrative headquarters to Sydney Olympic Park in February 2003. The Federation is now a resident of the Heritage Building in the heart of Sydney Olympic Park's urban core, and is working with SOPA to build the presence of basketball at Sydney Olympic Park by attracting international, national and domestic competitions. For the example, SOPA secured rights for the Sydney Flames to play all 2003 home games at Sydney Olympic Park.

AFL

SOPA secured the rights for Collingwood Football Club to use Sydney Olympic Park as their base for a five-day camp in February that included training, corporate functions and seminars.

National Rugby League

SOPA has established Sydney Olympic Park as the home for National Rugby League referee training and conditioning, pursuant to a three-year agreement with the NRL.

Athletics

SOPA has secured rights to host the 2004 and 2005 National Athletics Championships and the National All Schools Athletics Championships at Sydney Olympic Park.

Fun Run Events

Sydney Olympic Park will host the Nike Women's Classic, pursuant to a three-year agreement and the finish of the Sydney Marathon.

Swimming

SOPA has secured the right to host the 2003, 2004 and 2005 National Swimming Championships at Sydney Olympic Park Aquatic Centre.

Extreme Sports

SOPA has established relationships with inline skating bodies for weekend participative events at Sydney Olympic Park, and is investigating the establishment of a Centre for Urban Sports. These initiatives will see the introduction of street sports and extreme sports to Sydney Olympic Park.

Olympians Dinner

This year's annual Olympian Dinner on 14 September 2002 was hosted at Sydney Olympic Park by the NSW Olympians Club. Over 200 former Olympians were honoured for their role in Olympic history with a special lighting of the Cauldron.

Netball

SOPA has entered into a three-year partnership with Netball NSW and the Sydney Swifts whereby Sydney Olympic Park will be the home for training and competition matches for the Sydney Swifts.

The partnership also provides for a series of other netball activities to be conducted at Sydney Olympic Park, including the establishment of an under 16s tournament, the

conduct of coaching clinics and a pre-season elite tournament.

SOPA was instrumental in enabling the Sydney Swifts to play at the SuperDome – for a minimum of two games per season. This initiative has been very successful with the inaugural game attracting 9,500 people (more than double the usual home crowd). The final against the Melbourne Phoenix attracted 10,500 people – the second largest netball crowd in history.

Hockey

Sydney Olympic Park hosted the 2003 Men's Four Nations Tournament and SOPA played a key role in enabling Hockey Australia to secure the rights to host the 2003 BDO Women's Champions Trophy to be held in November at Sydney Olympic Park.

Mark Stewart
Executive Director
Business Development





07 Developing Our Business

A Learning Community

SOPA's plans for a new Australian College Town – where Sydney Olympic Park becomes a centre for excellence in education and training – are founded on our belief that student life and learning processes are essential to the fabric of a vibrant and diverse community.

In February 2003, SOPA created an Education Reference Panel to provide the Board with advice on a range of education and training matters that will assist SOPA to implement the College Town strategy.

SOPA's multi-sector approach to education and training will be developed across primary, secondary, higher education, and vocational education and training. Strong links will be forged with the broader community through a base of school excursion and curriculum-based programs, as well as in national and international education and training markets.

Memorandum of Understanding with TAFE NSW

A Memorandum of Understanding between SOPA and TAFE NSW was signed on 15 January 2003 to enable the development of a range of cooperative ventures focussed on workplace training. These initiatives will contribute to an effective education and training culture at Sydney Olympic Park and ensure:

- the precinct's national and international reputation for excellence in service provision is maintained
- opportunities are maximised to integrate education and training objectives with SOPA's sporting, recreational, environmental, cultural and commercial objectives.

Hon Wing Ho
Assistant Accountant
Financial Services

Early initiatives taken under the MoU include customer relations training for all staff engaged by SOPA for the Royal Easter Show 2003, consultation with all non-venue employers to identify training needs, and development of an eco-tour program. The purpose of the eco-tours was to provide information on the environmental heritage of Sydney Olympic Park, with particular emphasis on SOPA's award-winning Water Reclamation & Management Scheme. More than 300 people took an eco-tour during the Royal Easter Show 2003.

Education programs

Sydney Olympic Park provides a significant number of education programs and skill acquisition activities for primary and secondary students. School sports competitions attracted 80,000 students to Sydney Olympic Park during 2002-03. To expand this potential, SOPA has collaborated with venues to develop a set of sports education programs that will be provided to primary and secondary schools. This development process began in May 2003, with sports education programs due to commence in October 2003.

SOPA will later expand these education programs into other areas of the Sydney Olympic Park economic development strategy.

An Intelligent Community

As well as developing business relationships that enhance Sydney Olympic Park's education and training infrastructure and that establish Sydney Olympic Park as a pre-eminent destination for school excursions, a key business objective of the 2003-08 Corporate Plan is to promote science and technology for the enhancement of both competitive advantage and the quality of life of those people living, working, and learning at Sydney Olympic Park.

As a leading example of the inter-dependence and inter-relatedness of SOPA's business strategies, the Parklands functional area is developing a world class interactive education program that utilises Sydney Olympic Park's IT infrastructure and furthers the Corporate Plan's business objectives in Education, Science and Technology, Environment, Health, Leisure and Wellbeing, and Culture, Food, Arts and Entertainment.

Interactive Education in the Parklands

The heart of the Parklands program is located at Newington Armory, making this one of Sydney's pre-eminent educational, recreational and cultural destinations. While the Parklands education program already attracts 14,000 students to Bicentennial Park each year, we anticipate hosting 100,000 students a year in three years time.

During the last twelve months, Parklands management has worked in close partnership with the NSW Department of Education (DET), Metropolitan Catholic Education Office (MCEO), Sun Micro Systems and University of Wollongong to develop a unique interactive education program that will be launched at the Parklands in January 2004.

The Interactive Program will allow school groups to explore the curriculum-based content deployed in 10 Sunray database terminals in the Parklands and to email the results, along with the field notes they make in the natural and built environments, back to their schools.

This landmark educational program is unique in education circles, both within Australia and overseas.

The Program implements NSW Board of Studies curriculum across three Key Learning Areas (Human Society and its Environment (HSIE), Technology and Applied Studies (TAAS) and Science, for Kindergarten to Year 12. In time, these KLAS will be expanded. The DET and MCEO will advertise the Program across the Sydney catchment area, and will provide teacher support.

Questacon

SOPA is working with Questacon, the National Science and Technology Centre based in Canberra, to bring new educational science and technology projects to Sydney Olympic Park. Questacon presented a highly successful display at the 2003 Royal Easter Show and in late 2003 will be on site with two expanded exhibitions, Sports Quest and NRMA RoadZone. These interactive exhibitions for families and students will contribute to realising SOPA objectives in science and technology, sport and recreation, education and health.

o8 Managing the Place

During the year, the Sydney Olympic Park Authority established the concept for a Place Management functional area to manage day-to-day operation, enlivenment, maintenance and conservation of Sydney Olympic Park's Urban Core and Parklands.

Place Management will address eight key result areas involving: enhancing site presentation; providing visitor programs and services; protecting environmental quality; managing public safety and people movement; preserving asset functionality; and delivering public events and entertainment.

Place Management will directly contribute to the achievement of SOPA's corporate objectives, and also support other areas of SOPA through the development of business and placemaking initiatives.

In its place-management role, SOPA places particular emphasis on existing and established elements of Sydney Olympic Park, managing 'today' to ensure visitors have a world-class experience in both the Parklands and the Town Centre.

An Events Town and Arts Community

SOPA is focused on becoming a lively regional centre for arts, culture, food and entertainment.

Strategies for achieving this objective are to: develop and promote the concept 'Sydney Olympic Park food experience'; work with developers to increase leisure, entertainment and retail facilities; regularly host major events and develop leisure and entertainment events to attract wide community interest; create exhibitions, tours and performances in the Parklands to establish the Armory as an exciting destination.

Major 2002-03 events at Sydney Olympic Park included Sydney Olympic Park Alive!, Sydney Dreaming, the WTO Ministers' Informal Meeting and Royal Sydney Easter Show.

Sydney Olympic Park Alive!

On 15 September 2002 – the second anniversary of the 2000 Olympics – SOPA staged the Sydney Olympic Park Alive! festival, a new annual event for the Sydney community that commemorates those "best ever" Games and fully expresses the vitality of Sydney Olympic Park's diverse range of venues and opportunities.

The Cauldron was alight for the day to honour the spirit of the Games.

SOPA asked each Sydney Olympic Park venue to participate in Alive! to promote the unique qualities of the precinct and to provide visitors with high level experiences that would positively influence repeat usage.

Alive! demonstrated the widespread public benefit of Government investment in Sydney Olympic Park and paid tribute to the 2000 Olympics by: celebrating the finish of the 2002 Sydney Marathon; NSW Swimming Association Open Short Course Championships; the launch of Games Memories by the Premier attended by 2000 volunteers; and launch of two public art installations – 8 Women by Imants Tillers in the Overflow Park and Olympic Athlete at the Sydney Athletic Centre, a gift from AMP. Many Olympic legends attended these events and a strong partnership was forged with the Olympian Club.

In addition to these Olympic Anniversary events, the precinct came 'alive' with a wide range of events for young people, families, sports fans and Olympic volunteers.

Sydney Dreaming 2002 – celebrating Aboriginal culture

The first ever Sydney Dreaming festival was held at Lake Belvedere in Bicentennial Park during 16 & 17 November 2002 to provide the Sydney community with insight into the meaning of indigenous ceremony.

Sydney Dreaming – directed by Rhoda Roberts and produced by the Public Events Group – built on the successes of the 1997 Olympic Arts Festival, Festival of the Dreaming and Awakening segment of Sydney 2000.

5,000 people attended Sydney Dreaming events, including Garrabadu, a traditional water cleansing ceremony, and weekend cultural workshops for adults and children.

The Bicentennial Park setting highlighted the cultural, environmental and historical significance of Sydney Olympic Park, with free entry to Garrabadu to ensure maximum media exposure and best possible public response in the festival's first year.

World Trade Organisation – Informal Meeting of Ministers

The World Trade Organisation (WTO) held a Ministers' Informal Meeting at the Novotel at Sydney Olympic Park on 15 November 2002, following its decision three weeks earlier to hold the WTO Meeting at Double Bay, in Sydney's eastern suburbs.

The decision to hold the Meeting at Sydney Olympic Park was made only three weeks prior to the event, and security was extremely high. In anticipation of at least 8,000 protesters, NSW Police imposed a three-day lock down of the precinct. On the day, less than 1,000 protesters attended the Meeting and NSW Police made 35 arrests.

Prior to the lock-down, NSW Police and SOPA fully briefed stakeholders and made alternative transport, parking and delivery arrangements for venues and businesses.

John Ferguson
Director, Events & Operational Support
Place Management



09 Support Services

Marketing and Corporate Communications

The brand positioning, product development and promotion of Sydney Olympic Park is determined and driven by SOPA's Marketing and Corporate Communications functional area.

The Marketing and Corporate Communications team worked with all key Sydney Olympic Park venues and stakeholders to develop and manage the strategic direction and implementation of SOPA's marketing and corporate communications.

Major initiatives and achievements during 2002-03 included:

The Brand

In July 2002, SOPA completed a major consumer research study to inform development of Sydney Olympic Park's new brand strategy. The strategy maps our vision for the Sydney Olympic Park brand and identifies brand values and attributes that will inform new product development, communications and potential partnerships. The strategy identifies major consumer touch points, including customer service, signage, naming and brochures.

SOPA worked with key stakeholders to gain their support in promoting the new Sydney Olympic Park brand. All collateral and communications were redesigned and work has commenced on progressively enhancing signage and other visitor support communications.

As part of SOPA's annual consumer research, the benchmark study in June 2003 indicated:

- increased prompted awareness of precinct image, range of attractions available and visitor information
- Sydney Olympic Park has not lost commitment from visitors, despite competition from The Rocks and Fox Studios

LEFT
Catherine Hamilton
Executive Assistant to Geoff Buckley
Marketing & Corporate Communications

RIGHT
Geoff Buckley
Executive Director
Marketing & Corporate Communications

- exhibitions and shows have the power to attract visitors from Greater Sydney
- patronage of the Aquatic Centre is growing
- 'green' attractions at Sydney Olympic Park have greatest leverage within the local community
- perceptions of Sydney Olympic Park have improved within the Outer Local Community and Greater Sydney.

Site-wide stakeholders

SOPA worked with Sydney Olympic Park's major venues and key stakeholders to develop an overarching communications and marketing strategy that will grow visitation to Sydney Olympic Park and increase the patronage of major venues. The strategy was implemented by four sub-committees – Business Events, Leisure Tourism, Events and Communications – which conducted a range of cooperative communication and marketing activities across Sydney Olympic Park's consumer markets: Sydney Leisure; Business Events; Leisure Tourism; Investor and Developer; and Education.

Visitor wayfinding

A comprehensive signage audit resulted in SOPA working with the Roads and Traffic Authority to change Sydney road signs to reflect the new location of "Sydney Olympic Park". Signs directing traffic to Sydney Olympic Park no longer read "Homebush Bay". Key wayfinding signs within Sydney Olympic Park have also been upgraded.

Website

A review and restructure of the Sydney Olympic Park website was completed to include a functionality and content upgrade, redesigned look and review of linkages.

Sponsorship strategy

To assist development of new sponsor partnerships that enable SOPA to share and promote the assets of Sydney Olympic Park with all stakeholders, SOPA contracted Carnegie Sports International to audit Sydney Olympic Park's sponsorship potential and to develop a set of Guidelines that SOPA will use to evaluate all sponsorship proposals.

The primary objective for SOPA entering into sponsorship alliances is to help to deliver Sydney Olympic Park's corporate objectives. By viewing all new sponsorship opportunities as partnerships in which both parties mutually benefit from a commercial agreement, SOPA anticipates building long-term, integrated alliances that compliment our brand values – and through which corporate sponsors are able to dedicate substantial human, financial and marketing resources to Sydney Olympic Park.

Visitor Gateway Centre

A review of Visitor Services at Sydney Olympic Park in November 2002 recommended an upgrade of Visitor Information Centres. The main Visitor Centre is being moved to a site next to Olympic Station. Work will be completed on the new Visitor Gateway Centre in September 2003. It will provide visitors to Sydney Olympic Park with information on the entire Sydney region and help them choose between venues, events and activities at Sydney Olympic Park.

Major Event Development

A strategy for Securing Events for Sydney Olympic Park was developed in October 2002. Major venues hosted 130 major or significant events at Sydney Olympic Park during 2002-03. Each event attracted more than 5,000 people – totalling 2.4 million for the year. New events included: Sydney Dreaming, a unique indigenous festival staged in Bicentennial Park in November 2002; the ARIA Awards at the SuperDome in November 2002; One Day Cricket at Telstra Stadium in February 2003; and the Davis Cup at the Sydney International Tennis Centre.

Growing Business Tourism and Events

A comprehensive study into Sydney Olympic Park's business events market was undertaken in November 2002, resulting in the development of a Business Event Strategy and the establishment of a one-stop-shop for venue hire enquiries across Sydney Olympic Park's eight major venues.

Cooperative marketing under the Sydney Olympic Park brand has delivered a stronger identity. The appointment of a Business Development Manager, Business Events – jointly funded by SOPA and the Sydney Olympic Park Business Association – has streamlined the enquiry and sales process for both clients and venues.

2002-03 delivered record business event bookings with an increase in 37% over the previous financial year in the number of business events held, with some venues almost doubling their business in the Day Meetings and Conference market.

SOPA is continuing to work strategically with Government and industry to build recognition as the major business event and exhibition precinct outside Darling Harbour and the CBD.

Growing Leisure Tourism

To increase tourist visitation to Sydney Olympic Park, SOPA has entered into a formal partnership with Tourism Sydney. The partnership will develop a range of cooperative marketing campaigns that grow interstate and intrastate tourism markets. A concurrent review of the Sydney Olympic Park tourist experience has resulted in the upgrade of several tours for domestic and international visitors.





09 Support Services

Corporate Services

SOPA's placemaking and place management functions are underpinned by governance and support services. These services are the 'oil' that ensures our business engine runs smoothly and it is the role of Corporate Services to ensure that the highest standards of corporate governance are applied across the management of SOPA's business.

Corporate Services promotes a work culture that fosters and recognises creativity, performance and continuous improvement in SOPA's operations, and fosters an enterprise culture that will attract and retain high calibre individuals who are able to contribute to the organisation's goals. The Corporate Services team also develops and maintains the internal management systems and processes that will achieve fulfilment of SOPA's corporate objectives.

The Corporate Services functional area is made up of six business units: Executive Services, Corporate Governance Coordination, Personnel Services, Administrative Services, Information Technology and Telecommunications Strategy and Services and Records and Corporate Information Services. In contributing to SOPA's long-term corporate objectives, the team's vision is for a well-trained and committed workforce to enhance SOPA's place as a highly respected statutory body within the NSW Public Service.

Corporate Services oversees the implementation of all governance, statutory and government requirements. To enable SOPA to function at maximum efficiency, Corporate Services provides a full range of organisational support functions.

The major strength of Corporate Services is the experience of a small, multi-skilled team of professionals who are committed to the development and management of Sydney Olympic Park. The team's primary objectives are to: facilitate the operational and organisational effectiveness of SOPA; enhance SOPA's organisational effectiveness through implementation of the highest standard of human resource management practices; coordinate the management of all statutory and Government requirements throughout SOPA; provide highest quality support and administrative services; develop and implement SOPA's Information Technology and Telecommunications Strategy; and manage corporate information.

During 2002-03 Corporate Services' achievements included:

- coordination of the recruitment of 4 Executive Directors and 15 senior staff to key positions across SOPA.
- development of a Performance Management System – in consultation with SOPA staff and the Public Service Association (PSA) to assist optimum performance of staff and identify training needs

→ establishment of an Occupational Health & Safety Committee

→ implementation of strategies to safeguard SOPA's physical assets during the World Trade Organisation Meeting at Sydney Olympic Park in November 2002 and ensured staff welfare needs were identified and addressed

→ implementation of revised arrangements for appointment processes, management of misconduct and unsatisfactory performance, resulting from the Public Sector Employment and Management Act 2002

→ completion of a rollout of new PCs to all SOPA staff

→ development of a framework for the implementation of salary packaging for all staff within the organisation. This option was previously only available to SES and senior officers (salary packaging within SOPA will commence in 2003-04)

→ development of a policy framework for the operation of Sydney Olympic Park Business Association Rewards Program for SOPA staff

→ collaboration with the Rotary Club of Ryde to sponsor 30 children with disabilities from the Homebush/Flemington area to attend the Annual Children's Film Festival in May 2003

→ conduct of corporate training programs in the areas of child protection, records and information management, goods and services procurement, safety management, recruitment selection, and disability awareness

→ development of a number of human resource and related policies and procedures including Exit Procedures, Work Experience, Uniform Policy, Assistance with the Purchase of Annual Public Transport Tickets, and Financial Assistance for Tertiary Study

→ agreement with the PSA on seven-day cycle and rostered shift arrangements during the Easter Show, to meet extraordinary demands of the Show period and ensure all SOPA staff were appropriately compensated

→ work with the Central Corporate Services Unit (CCSU) within the NSW Department of Commerce to introduce electronic employee self-service (ESS) in September 2002. The EES gives employees online access to information on leave balances and service history, and the capacity to change personal details such as address and bank account details.

This will significantly reduce the number of paper transactions, thereby enhancing efficiency.

There were no industrial relations disputes during the year and performance targets nominated in the operational plan were achieved to the specified standard.

Our most exciting challenge during 2002-03 was to support SOPA in establishing itself as an outstanding public authority committed to the development and maintenance of Sydney Olympic Park as an eminent place that provides diverse opportunities for emotional, occupational, social, intellectual, economic, spiritual and physical wellbeing. Corporate Services exercises a key role in the development of an organisational culture that is characterised by high level skills and expertise, competence and enthusiasm.

Phil Sidoti
Executive Director
Corporate Services



09 Support Services

Financial Services

The Financial Services functional area is responsible for the effective management of SOPA's finances and risks through effective and innovative financial systems, financial advice, financial planning and risk mitigation strategies, and ensuring that all statutory financial obligations are met.

The specific functions of Financial Services include: financial and treasury accounting, management accounting, business systems, accounts payable, accounts receivable, risk management, insurance and asset accounting. Finance also implements finance and risk management policies and procedures; process and record insurance claims; and respond to subpoenas for public liability claims.

Certainly, Financial Services' greatest assets are a highly dedicated, skilled and motivated team, and a well developed financial management system that has integrated ordering and accrual functionality.

The Financial Services team supports other functional areas in SOPA with financial information and budgeting and commercial strategies – and works closely with the commercial side of SOPA's business, assessing business and development bids and providing strategic and operational advice to each business unit.

Principles of financial management

In its work to assist SOPA achieve its vision of establishing a vibrant town at Sydney Olympic Park, the SOPA Board established some key financial principles that will guide the future financial management and planning of the organisation. These principles included the need for SOPA to retain proceeds from land sales to fund income-producing capital expenditure within Sydney Olympic Park.

Major achievements – Financial systems

From 1 June to 1 July 2003, Financial Services upgraded the SAP Financial Management System from version 3.1H to 4.6C. The upgrade was necessary to ensure future support of the application and, thanks to excellent project management, this was the fastest technical SAP upgrade turnaround time in the country.

During the year, Financial Services also decentralised SOPA's purchasing and implemented an online purchasing system, changed SOPA's banking arrangements without the use of any paid external support (SOPA is one of the earliest agencies to achieve this), implemented an integrated fixed asset module and improved SOPA's compliance to GST, which was evidenced by a follow up review from our internal auditors, Deloittes.

Agreement with Treasury

SOPA has \$2.1 billion in assets and annual expenditure of approximately \$60 million – of which approximately \$20 million is generated from the private sector and approximately \$40 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 2003-04 will include an outlay of \$5 million on improvements to the Parklands, with a further \$17 million allocated

to 2006-07. SOPA will also be taking on funding responsibility for the Aquatic Centre and State Sports Centre in the 2003-04 financial year.

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 during 2003-08 is forecast to total \$30 million. Capital replacement funding is expected to demand funding of at least \$3 million per annum over the five-year planning period.

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 2002-03, a workshop was conducted for Executive Directors to identify the major risks that could impact negatively on SOPA's 2003-08 Corporate Plan. These risks and their related mitigation strategies were linked to objectives in Divisional Operations Plans to ensure that risk mitigation strategies were appropriately identified and allocated to functional areas.

During the year, the following Policies and Procedures were developed to assist the management of risk:

- Occupational Health and Safety Management System that incorporates SOPA's OHS Policy
- procedure for reporting and responding to incidents and other issues
- revised Work Permit system to control work carried out by contractors at Sydney Olympic Park.

SOPA's contribution to the Treasury Managed Fund (self-insurance arrangement) for 2002-03 was \$811,980. This figure increased by 31% to \$1,064,520 for 2003-04 Treasury Managed Fund.

The major risk-related Corporate Objectives for 2003-04 are:


- refinement of the OHS Management System including internal audit, and
- development and implementation of:
 - a Security Risk Management Plan, incorporating Counter-Terrorism strategies
 - a framework for review and monitoring of action plans related to the Top 10 Corporate Risks
 - additional risk-related Policies
 - a formal Risk Management Training Program
 - a process to monitor effectiveness of Risk Management Policies, Procedures and Action Plans.

LEFT
Andrew Rennie
Risk Manager
Financial Services

RIGHT
Nick Hubble
Executive Director
Financial Services



10 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 2003


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 2003 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

24 September 2003

Tel +61 2 9714 7300 Fax + 61 2 9714 7818 www.sydneyolympicpark.nsw.gov.au ABN 68 010 941 405



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 2003 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 sections 41B and 41BA of the Public Finance and Audit Act 1983 (the Act).

The 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 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 Board Members had failed in their reporting obligations.


My opinion does *not* provide assurance:

- about the future viability of the Authority,
- that the Authority has carried out its effectiveness 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 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 but 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
25 September 2003

10 Statement of Financial Performance

for the Year Ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	16,352	17,330	15,487
Other operating expenses	2(b)	37,432	34,492	43,255
Maintenance		10,521	10,235	10,951
Depreciation and amortisation	2(c)	44,288	26,573	43,473
Grants and subsidies	2(d)	3,237	1,500	-
Other expenses	2(e)	27,543	-	-
Total Expenses		139,373	90,130	113,166
Less:				
Retained Revenue				
Sale of goods and services	3(a)	14,251	13,619	12,706
Investment income	3(b)	5,382	1,440	1,658
Retained taxes, fees and fines	3(c)	338	500	208
Grants and contributions	3(d)	5,530	2,757	2,482
Other revenue	3(e)	28,936	67,695	66,890
Total Retained Revenue		54,437	86,011	83,944
Gain / (loss) on disposal of non-current assets	4	(462)	10,922	-
Net Cost of Services	22	85,398	(6,803)	29,222
Government Contributions				
Recurrent appropriation	6	40,919	40,922	34,730
Capital appropriation	6	27,877	27,877	6,856
(Asset sale proceeds transferred to the Crown Entity)		-	(14,922)	-
Acceptance by the Crown Entity of employee benefits and other liabilities	7	1,649	377	1,654
Total Government Contributions		70,445	54,254	43,240
SURPLUS /(DEFICIT) FOR THE YEAR	18	(14,953)	61,057	14,018
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY		-	-	-
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS		(14,953)	61,057	14,018

The accompanying notes form part of these statements.

10 Statement of Financial Position

as at 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
ASSETS				
Current Assets				
Cash	9	33,463	5,516	20,359
Receivables	10	22,951	7,980	6,780
Inventories	11	26	26	26
Total Current Assets		56,440	13,522	27,165
Non-Current Assets				
Receivables	10	66,516	-	-
Inventories	11	13,920	-	-
Other financial assets	12	0	2,624	0
Property, Plant and Equipment				
- Land and Buildings		1,113,995	1,149,440	1,129,838
- Plant and Equipment		6,323	7,113	6,968
- Infrastructure Systems		535,667	609,947	608,577
Total Property, Plant and Equipment	13	1,655,985	1,766,500	1,745,383
Other	14	216,762	258,909	194,739
Total Non-Current Assets		1,953,183	2,028,033	1,940,122
Total Assets		2,009,623	2,041,555	1,967,287
LIABILITIES				
Current Liabilities				
Payables	15	18,638	1,412	13,862
Provisions	16	4,049	4,195	3,893
Other	17	1,008	5,513	13
Total Current Liabilities		23,695	11,120	17,768
Non-Current Liabilities				
Provisions	16	4,410	2,918	2,918
Total Non-Current Liabilities		4,410	2,918	2,918
Total Liabilities		28,105	14,038	20,686
Net Assets		1,981,518	2,027,517	1,946,601
EQUITY	18			
Total Equity		1,981,518	2,027,517	1,946,601

The accompanying notes form part of these statements.

10 Statement of Cash Flows

for the Year Ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(15,304)	(16,372)	(12,979)
Grants and subsidies		(3,560)	(1,500)	-
GST Remitted to the ATO		(447)	-	-
Other		(54,916)	(53,529)	(35,891)
Total Payments		(74,227)	(71,401)	(48,870)
Receipts				
Sale of goods and services		14,558	13,619	10,943
Retained taxes, fees and fines		338	-	208
Interest received		1,160	1,440	1,188
GST Received from the ATO		9,092	-	1,585
Other		15,524	10,982	2,127
Total Receipts		40,672	26,041	16,051
Cash Flows From Government				
Recurrent appropriation	6	40,919	40,922	34,730
Capital appropriation	6	27,877	27,877	6,856
Asset sale proceeds transferred to the Crown Entity		-	(16,013)	-
Cash reimbursements from the Crown Entity		692	560	477
Net Cash Flows From Government		69,488	53,346	42,063
NET CASH FLOWS FROM OPERATING ACTIVITIES	22	35,933	7,986	9,244
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Plant and Equipment		44	14,922	-
Proceeds from sale of investments		-	-	428
Advance repayments received		-	376	-
Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems		(26,990)	(36,627)	(21,129)
Advances made		(1,479)	(1,500)	(11,044)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(28,425)	(22,829)	(31,745)
NET INCREASE/(DECREASE) IN CASH				
Opening cash and cash equivalents		20,359	20,359	-
Cash transferred in (out) as a result of administrative restructuring	18	5,596	-	42,860
CLOSING CASH AND CASH EQUIVALENTS	9	33,463	5,516	20,359

The accompanying notes form part of these statements.

10 Notes to the Financial Statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

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

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

(b) Basis of Accounting

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 (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 AAS 6 "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) Administered Activities

The Authority does not have any administered activities.

(d) 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".

(e) Employee Entitlements

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

10 Notes to the Financial Statements

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 (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salaries. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(f) Insurance

The Authority's insurance activities are primarily conducted through the NSW Treasury Managed Fund 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.

(g) 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.

(h) 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(t).

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.

(i) Plant and Equipment

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

(j) 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.

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.

10 Notes to the Financial Statements

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.

(k) 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% - 10% per annum
- Computer Equipment
25% per annum
- Office Equipment
20% per annum
- Leasehold Improvements
Period of lease
- Infrastructure
2% - 25% per annum
- Other Plant & Equipment
10% - 25% per annum

(l) 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.

(m) 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.

(n) Receivables

Receivables are recognised and carried at cost based on the original invoice amount less a provision for any uncollectible 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.

(o) Inventories

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost or "first in first out" method. This years figures include property inventory for sale.

(p) Investments

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

(q) 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(j).

(r) 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 during the lease term. Refer Note 16.

(s) Other Assets

Other assets including prepayments are recognised on a cost basis.

10 Notes to the Financial Statements

(t) 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.

(u) 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.

(v) 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 s 26 of the Public Finance and Audit Act 1983.

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 ie per the audited financial statements (rather than carried forward estimates).

(w) 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 SuperDome occurred on 1 March 1999 and 30 August 1999 respectively. Both these 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.

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
2. EXPENSES			
(a) Employee related expenses			
Salaries and wages (including recreation leave)		13,222	12,949
Superannuation		931	1,245
Long service leave		663	361
Workers' compensation insurance		200	146
Payroll tax and fringe benefit tax		1,336	786
		16,352	15,487
(b) Other operating expenses			
Auditors' remuneration			
- audit or review of the financial reports		64	58
Insurance		683	470
Asset management		4,000	3,357
Operating lease rental expense			
- minimum lease payments		1,596	1,412
Increase in provision for doubtful debts			
- Receivables		1,629	13,305
- Financial Assets		2,639	-
Bad Debts		30	-
Administration		3,065	3,027
Advertising		3,764	2,319
Activity & Entertainment		1,230	2,241
Site Services		10,464	5,749
Utilities		1,315	1,174
Consultancies		822	2,093
Information technology		735	2,160
Royal Agricultural Society of NSW – Major Repairs		2,148	2,032
Sydney International Aquatic Centre – Major Repairs		2,113	2,459
Other		1,135	1,399
		37,432	43,255
(c) Depreciation and amortisation expense			
Depreciation			
- Land and Buildings		611	610
- Plant and Equipment		936	842
- Facilities		16,044	16,016
- Infrastructure Systems		26,409	25,690
Amortisation			
- Leasehold Improvements		288	315
	13	44,288	43,473

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
(d) Grants and subsidies Sydney International Aquatic Centre		3,237	-
		3,237	-
(e) Other Expenses Contribution of potable and waste water infrastructure assets to Sydney Water Physical non-current asset revaluation decrement – Sydney Water asset		12,424 15,119	- -
		27,543	-
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.			
(f) Items of Significance: Provision for Doubtful Debt in respect of Loan (included in Doubtful Debts expense)		2,639	11,044
3. REVENUES			
(a) Sale of goods and services Operating Lease Income Estate Recoveries Car Parking Income Other		3,997 4,047 5,207 1,000	3,611 4,051 4,432 612
		14,251	12,706
(b) Investment income Interest – Bank Interest – Advances Interest – Receivable on sale of land Interest – Other Interest – Investments		1,053 1,160 2,983 186 -	1,038 523 - 83 14
		5,382	1,658
(c) Retained taxes, fees and fines Traffic Fines		338	208
		338	208
(d) Grants and contributions Department of Sport and Recreation - Sydney International Aquatic and Athletic Centre AMP - Contribution to Olympic Sprinter Sculpture Tennis NSW: - Contribution to the NSW Tennis Centre Developer Contributions		3,801 1,114 421 194	1,939 - 543 -
		5,530	2,482

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
(e) Other revenue Value of Emerging Interest of Private Sector Provided Infrastructure [refer 1(w)] Sale of Development Rights Management Fees Other		22,023 5,756 300 857	62,495 2,040 1,000 1,355
		28,936	66,890

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.

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 Net gain / (Loss) on disposal of land & buildings		- 48	- -
	13	(48)	-
Gain / (Loss) on disposal of plant and equipment Proceeds from disposal Written down value of assets disposed Net gain / (Loss) on disposal of plant & equipment		44 95	- -
	13	(51)	-
Gain / (Loss) on disposal of infrastructure systems Proceeds from disposal Written down value of assets disposed Net gain / (Loss) on disposal of infrastructure systems		- 363	- -
	13	(363)	-
Gain / (Loss) on disposal of non-current assets		(462)	-

5. CONDITIONS ON CONTRIBUTIONS

Developer Contributions		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.

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
6. APPROPRIATIONS			
Recurrent appropriations			
Total recurrent drawdowns from Treasury (per Summary of Compliance)	24	40,919	34,730
Comprising: Recurrent appropriations (per Statement of Financial Performance)		40,919	34,730
Capital appropriations			
Total capital drawdowns from Treasury (per Summary of Compliance)	24	27,877	6,856
Comprising: Capital appropriations (per Statement of Financial Performance)		27,877	6,856
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		931	1,245
Long service leave		663	361
Payroll tax on superannuation		55	48
		1,649	1,654
8. PROGRAMS / ACTIVITIES OF THE AUTHORITY			
(a) Program: Administration			
Program Objective(s): 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.			
Program Description: 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		26,848	20,359
Deposits at call		6,615	-
		33,463	20,359

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
10. CURRENT ASSETS / NON CURRENT ASSETS - RECEIVABLES			
Current Receivables			
Receivable from sale of land		7,816	-
Trade Debtors		6,235	3,756
Interest Receivable		8,816	483
GST Receivable		2,809	3,593
Accrued Income		2,200	2,000
Other		433	259
Less: Provision for Doubtful Debts		(5,358)	(3,311)
		22,951	6,780
Non-Current Receivables			
Receivable from sale of land		66,516	-
		66,516	-
11. CURRENT / NON-CURRENT ASSETS - INVENTORIES			
Current Inventories			
		26	26
		26	26
Non-Current Inventories			
Land held for sale			
At cost			
Cost of acquisition		9,670	-
Other costs		4,250	-
		13,920	-
12. NON-CURRENT ASSETS OTHER FINANCIAL ASSETS			
Non-Current Financial Assets			
Advances Receivable		13,683	11,044
Less: Provision for Doubtful Debts		(13,683)	(11,044)
		0	0

10 Notes to the Financial Statements

	2003 \$'000	2002 \$'000
13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT		
Land & Buildings		
At Fair Value	1,147,878	1,146,779
Less Accumulated Depreciation	33,883	16,941
	1,113,995	1,129,838
Plant & Equipment		
At Fair Value	8,078	7,810
Less Accumulated Depreciation	1,755	842
	6,323	6,968
Infrastructure System		
At Fair Value	585,371	634,267
Less Accumulated Depreciation	49,704	25,690
	535,667	608,577
Total Property, Plant and Equipment at Net Book Value	1,655,985	1,745,383

Reconciliations

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

2003	Land & Buildings \$'000	Plant & Equipment \$'000	Infrastructure Systems \$'000	Total 2003 \$'000	Total 2002 \$'000
Carrying amount at start of year	1,129,838	6,968	608,577	1,745,383	-
Additions	16,627	500	11,082	28,209	1,788,856
Reclassifications	(15,479)	(114)	4,767	(10,826)	-
Disposals	48	95	363	506	-
Contribution to other NSW Agencies	-	-	46,868	46,868	-
Net revaluation decrement	-	-	15,119	15,119	-
Depreciation expense	16,943	936	26,409	44,288	43,473
Carrying amount at end of year	1,113,995	6,323	535,667	1,655,985	1,745,383

Land to the value of \$10.8m was transferred to inventory relating to future land sales.

14. NON-CURRENT ASSETS – OTHER		
Right To Receive – Stadium	165,409	150,678
Right To Receive – SuperDome	51,353	44,061
	1(w)	216,762
		194,739

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
15. CURRENT LIABILITIES – PAYABLES			
Accrued salaries, wages and on-costs		437	451
Creditors		188	151
Accrued expenses		18,013	13,260
		18,638	13,862
16. CURRENT /NON CURRENT LIABILITIES - PROVISIONS			
Employee benefits and related on-costs			
Recreation leave		1,119	880
Other		178	-
		1,297	880
Other Provisions			
Major Repairs Fund – Royal Agricultural Society		5,002	3,624
Major Repairs Fund – Aquatic and Athletic Centre		2,160	2,307
		7,162	5,931
Total Provisions		8,459	6,811
Aggregate employee benefits and related on-costs			
Provisions – current		1,136	880
Provisions – non-current		161	-
Accrued salaries, wages and on-costs	15	437	451
		1,734	1,331
17. CURRENT LIABILITIES – OTHER			
Security Deposits		36	13
Other		972	-
		1,008	13

10 Notes to the Financial Statements

18. CHANGES IN EQUITY	Accumulated Funds		Total Equity	
	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Balance at the beginning of the financial year	1,946,601	-	-	-
<u>Changes in equity – transactions with owners as owners</u>				
Transfer of OCA Equity	84,314	1,834,416	84,314	1,834,416
Transfer of Bi Centennial Park Equity	-	44,690	-	44,690
Transfer of State Sports Centre Equity	-	53,477	-	53,477
Transfer to Energy Australia	(34,444)			
Total	49,870	1,932,583	84,314	1,932,583
<u>Changes in equity – other than transactions with owners as owners</u>				
Surplus / (deficit) for the year	(14,953)	14,018	(14,953)	14,018
Total	(14,953)	14,018	(14,953)	14,018
Balance at the end of financial year	1,981,518	1,946,601	69,361	1,946,601

The enactment of the Sydney Olympic Park Authority Act 2001, required SOPA to assume responsibility for the assets, rights and liabilities of both OCA (in respect of Sydney Olympic Park) and Bicentennial Park and the assets comprising the land and buildings of the State Sports Centre.

The net assets including cash balances assumed by SOPA from OCA and Bicentennial Park following their dissolutions have been recorded as equity.

The OCA Dissolution Act transfers the assets, rights and liabilities of the Olympic Media Village at Lidcombe, intellectual property arising from the Olympic Games and the Paralympic games and the records of certain Olympic entities to the Authority as at 1 July 2002.

Electricity Infrastructure assets transferred to Energy Australia pursuant to the Electricity Supply Act 1995.

Net assets acquired were:

	2003	2002			
	OCA \$'000	OCA \$'000	Bi Park \$'000	State Sports Centre \$'000	Total \$'000
Cash	5,596	41,914	946	-	42,860
Receivables	80,826	119	348	-	467
Other Financial Assets	-	-	414	-	414
Inventory	-	-	35	-	35
Other	-	-	22	-	22
Property Plant & Equipment	-	1,663,121	43,314	53,477	1,759,912
Right to Receive	-	132,244	-	-	132,244
Payables	(1,968)	(2,218)	(226)	-	(2,444)
Employee Entitlements	(140)	(764)	(163)	-	(927)
	84,314	1,834,416	44,690	53,477	1,932,583

10 Notes to the Financial Statements

	Notes	2003 \$'000	2002 \$'000
19. 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		551	-
Total (including GST)		551	-
Aggregate capital expenditure for the acquisition of "Games Memory" construction contracted for at balance date and not provided for:			
Not later than one year		-	935
Total (including GST)		-	935
Aggregate capital expenditure for the acquisition of other construction contracted for at balance date and not provided for:			
Not later than one year		-	341
Total (including GST)		-	341
(b) Other Expenditure Commitments			
Aggregate other expenditure contracted for at balance date and not provided for:			
Not later than one year		2,353	-
Total (including GST)		2,353	-
(c) Operating Lease Commitments			
Future non-cancellable operating lease rentals not provided for and payable:			
Not later than one year		1,716	1,377
Later than one year and not later than 5 years		2,871	3,774
Total (including GST)		4,587	5,151

The Authority's operating leases relate to property and motor vehicles. There are currently 3 renewable property leases expiring in 2006 and 33 motor vehicle leases.

The total expenditure commitments above includes input tax credits of \$0.681 million (\$0.584 million in 2002) which are expected to be recovered from the Australian Taxation Office.

10 Notes to the Financial Statements

20. 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 \$0.8 million. This amount includes asset replacement and maintenance works required to be performed under existing agreements. (\$4.8 million in 2002).

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 superdome less any insurance recoveries by these venues. The possibility of either of these events occurring is considered remote.

21. BUDGET REVIEW

Net Cost of Services

The actual net cost of services was \$92.2 million higher than budget. The material variances are:

- an increase in depreciation of \$17.7 million (non-cash),
- a decrease in other revenue of \$38.8 million (non-cash) from the change in the index rate on reversionary interest for the Stadium and Superdome,
- contribution of potable and waste water infrastructure assets to Sydney Water of \$12.4 million,
- revaluation decrement on Sydney Water assets of \$15.1 million, and
- the budget provided \$10.9 million for recognition of the sale of the Lidcombe Media Village which was recognised as a late adjustment in the previous years accounts of the Olympic Co-ordination Authority.

Assets and Liabilities

Total Assets were \$31.9 million under budget due to:

- the transfer in from Olympic Coordination Authority receivables of \$79.6 million relating to the sale of Lidcombe Media Village,
- increase in cash of \$27.9 million attributable to increased accruals of \$17.2 million,
- the reduction in reversionary interest on the Stadium and Superdome of \$42.1 million from a change in the index rate,
- a decrease in property plant and equipment of \$110.5 million from the increase in depreciation, the contribution to Sydney Water, the transfer to property inventory, the transfer of electricity infrastructure to Energy Australia and the downward revaluation of water assets. The budget also provided for an additional \$20.0 million for the land at the Lidcombe Media Village which was recognised as a late adjustment in the previous years accounts of the Olympic Co-ordination Authority and
- the increase in inventories of \$13.9 million attributable to a \$10.8 million transfer of land and related property development costs from property plant and equipment and \$3.1 million of current year property expenditure.

Total Liabilities were over budget by \$14.1 million due to:

- an increase in accruals of \$17.2 million is as a result of the timing of payments and is represented by an increase in cash and
- a decrease of \$4.5 million in other current liabilities from the inclusion of \$5.5 million in the budget for the transfer of liabilities from the Olympic Co-ordination Authority.

Cash Flows

Net Cash Flows from Operating activities are \$27.9 million over budget due to:

- revised accounting treatment on the sale of the Media Village which had an initial budget of \$14.9 million in cash flows from Government. The treatment of the sale has now been included as a receivable,
- an increase in refund of GST of \$9.1 million which was represented by \$3.0 million previously budgeted in Other Receipts, receipt of \$3.6 from ATO relating to previous year and increased capital expenditure and
- an increase in revenue of \$3.4 million from sale of commercial properties not finalised at budget.

10 Notes to the Financial Statements

	2003 \$'000	2002 \$'000
22. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES.		
NET CASH USED ON OPERATING ACTIVITIES	35,933	9,244
Adjustment for Cash Flows from Government/ Appropriations		
Recurrent Appropriation	(40,919)	(34,730)
Capital Appropriation	(27,877)	(6,856)
Acceptance by the Crown Entity of employee entitlements and other liabilities	(692)	(477)
Adjustment for non-cash items		
Depreciation and Amortisation	(44,288)	(43,473)
Crown Liabilities	(958)	(1,177)
Provision for Advances made	2,639	(11,044)
Value of Emerging Interest of Private Sector Provided Infrastructure	22,023	62,495
Interest – Receivable on sale of land	2,983	-
Non-cash Donation	1,000	-
Provision for doubtful debts	1,660	-
Earnings on T Corp Hourglass Investment	-	14
Net loss / (gain) on sale of plant & equipment	(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	(6,535)	9,152
Increase/(Decrease) in Other Current Assets	-	(31)
Decrease/(Increase) in Payables	111	(6,581)
Decrease/(Increase) in Employee Provisions	(277)	48
Decrease/(Increase) in Other Current Liabilities	(2,196)	(5,806)
NET COST OF SERVICES	(85,398)	(29,222)

10 Notes to the Financial Statements

23. 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 (T'Corp) 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 uncollectible 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:

	2003 \$'000	2002 \$'000
Cash Facility	6,615	-
	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.

10 Notes to the Financial Statements

24. SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES 30 JUNE 2003

2003

	Recurrent Appropriation \$'000	Expenditure Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure Net Claim on Consolidated Fund \$'000
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE				
Appropriation Act	39,422	39,422	18,149	18,149
Section 24-PF&AA – Transfer of functions between departments				
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		-		-

2002

	Recurrent Appropriation \$'000	Expenditure Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure Net Claim on Consolidated Fund \$'000
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE				
Appropriation Act	31,878	31,878	4,892	4,892
Section 24-PF&AA – Transfer of functions between departments	2,852	2,852	1,964	1,964
TOTAL	34,730	34,730	6,856	6,856
OTHER APPROPRIATIONS/ EXPENDITURE				
Treasurer's Advance	-	-	-	-
TOTAL	-	-	-	-
Total Appropriations/ Expenditure (includes Transfer Payments)	34,730	34,730	6,856	6,856
Amount drawn down against Appropriation		34,730		6,856
Liability to Consolidated Fund		-		-

End of Audited Financial Statements

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Annual Report – cost

Stock

Monza Recycled Satin
Printed with vegetable dye based inks

Cost

The total external costs (such as fees for consultants and printing) incurred in the production of the report are \$43,373. The report is available in a non-printed format and may be accessed on the Sydney Olympic Park Authority website at www.sydneyolympicpark.nsw.gov.au

Guarantee of Services

Sydney Olympic Park Authority (SOPA) aims for consistent excellence in the provision of information and customer services, based on integrity, professionalism, respect, timeliness and openness.

Land Disposal

SOPA entered into agreements for the sale of development sites 3 and 5, 6, 7 as identified in the Sydney Olympic Park Masterplan. Once certain precommitments and presales are achieved for these sites, the private sector will commence development that will also result in the recognition of sale proceeds to SOPA.

No properties valued at more than \$5 million were disposed of during 2002-03, other than by tender. The properties that were disposed of by tender will facilitate continued growth and development of Sydney Olympic Park by bringing residential and commercial facilities to the Town Centre.

Major Works

Major capital works undertaken by SOPA during 2002/2003 included:

Stadium Construction

Finalisation of the Stadium's post-Olympic redevelopment to approximately 80,000 seats plus roofing of northern and southern stands. (Value \$15.2M).

Property Development

Design documentation and tendering of major new commercial and residential buildings for Sydney Olympic Park town centre. (Value \$2.1M).

Wayfinding Screens and Signage

New vehicular directional signage to Sydney Olympic Park across Sydney's urban road network plus improved signage within the Park. (Value \$1.8M).

Attractions and Infrastructure

Completion of the Games Memories Poles project, commencement of new Visitor Gateway and connection of recycled water to new developments. (Value \$2.0M).

Parklands

Initial works of a five-year program required to give effect to the Parklands Plan of Management including entrance works, shade, pathways and education facilities. (Value \$4.2M).

Asset Replacement/Renewal

Protection of existing public assets through replacement or renewal of various elements including State Sports Centre, Rail Station, streetlights and cottages. (Value \$1.2M).

There were no significant delays to, or amendment, deferment or cancellation of major works or programs.

Sydney Olympic Park Authority – Significant Committees

Audit and Compliance Committee

Addressed financial accounting, reporting and internal controls and compliance issues.

Gabrielle Kibble, Chair
Chris Christodolou
Herb Elliott

Planning and Development Committee

Reviewed and evaluated development proposals for Sydney Olympic Park.

David Richmond, Chair
Robert Leece
Gabrielle Kibble
Penelope Figgis
Brian Newman

Parklands Advisory Committee

Made recommendations to the Board regarding care and management of the Millennium Parklands.

Penelope Figgis, Chair
David Richmond
Brian Newman
Catherin Bull
Brian Gilligan
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, Chair
Ann Gibson
Glenn Redmayne
Dawn Linklater
Luisa Ferronato
Therese Sands
Mark Flynn
Bryan Hardman

Education Reference Panel

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

Mr Warren Grimshaw (Chair)
Mr David Mazitelli
Ms Kate Gunn
Dr Graeme Watts
Professor Roger Holmes
Mary Lynne Pidcock

Design Review Panel

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

Helen Lochhead
Charlotte Gay

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Environmental Compliance

National Parks and Wildlife

In the period July 2002 to June 2003, SOPA managed two licences issued by National Parks and Wildlife Service (NPWS) under the Threatened Species Act 1995 for the management of the Green and Golden Bell Frog (*Litoria aurea*). A third NPWS licence was issued to SOPA in 2003 to allow environmental education activities to take place within the Narawang Wetlands, which forms part of the Green and Golden Bell Frog habitat area. All National Parks and Wildlife Service licence conditions were complied with during 2002-03.

NSW Fisheries

SOPA currently holds three NSW Fisheries permits, which allows the removal of some mangroves. Mangrove removal has been required during certain construction works and as a method for protecting saltmarsh.

All licence conditions have been complied with during 2002-03.

Environment Protection Authority

SOPA currently holds two Environment Protection Licences issued under the Protection of the Environment Operations Act 1997. These licences are for the operation of the Water Reclamation and Management Scheme (WRAMS) and the Wilson Park bioremediation ponds.

SOPA has held an NSW Environment Protection Authority (EPA) licence under the Environmentally Hazardous Chemicals Act 1985 (EHC Act) since 1999 for on-site treatment of approximately 400 tonnes of soil containing scheduled chemical waste. The scheduled chemical waste treatment program was completed in May 2003 and the EHC licence was surrendered to the EPA on 20 June 2003 (refer Case Study: Scheduled Chemical waste).

No instances of non-compliance with SOPA's EPA licences were identified during 2002-03.

Environmental damage in the Parklands

- On 12 December 2002, a large number of dead fish were found in the Bird Refuge area of Bicentennial Park. The EPA and NSW Fisheries were advised and investigations revealed that the fish kill occurred as a result of decomposed organic matter, which reduced oxygen levels in the water.

- On 7 May 2003, an illegal dumping incident occurred near Wentworth Common in the Parklands. SOPA Rangers discovered a large quantity of cement slurry that had been illegally discharged. The EPA investigated the incident but was unable to identify the people responsible.

Since this incident, SOPA's security personnel have been made more aware of the potential for illegal dumping incidents and additional security cameras have been installed within parkland areas.

Complaints

- SOPA was advised of noise complaints in relation to events held at Sydney Olympic Park.
- SOPA received two complaints regarding odours emanating from the mangrove forest and surrounding wetlands within Sydney Olympic Park. The odours were related to algal blooms caused by elevated nutrient levels and high ambient temperatures. SOPA is investigating potential long-term solutions to prevent the occurrence of algal blooms.

Government Energy Management Policy

SOPA is responsible for the promotion, management, sustainable development and use of the public assets of Sydney Olympic Park.

As part of SOPA's commitment towards sustainability, Asset Management Services has established and continues to develop a water and energy management program. This program is in line with SOPA's sustainability strategy and, during the last twelve months, has achieved significant improvements in the following areas:

- Green Power adoption
- due diligence in invoice handling
- relationships with suppliers
- water and energy reporting capabilities
- financial management.

The successes of this policy have established a benchmark from which the water and energy program may further develop and attain new objectives. Major opportunities that have been identified for the program to pursue are:

- Review of the Sustainability Strategy for Sydney Olympic Park. The 25% target for Green Power purchase is being met and the opportunity exists to evaluate alternative renewable energy products as a replacement for the remaining 75% coal-based power.
- Formalise and document the processes that have been developing in verifying accounts and monitoring their progress through the SOPA billing cycle. The documentation of these tasks will ensure continuity between staff on the water and energy program, and assist in

ensuring a high quality of work. The SOPA Energy Management Plan that was prepared in 2001 should also be updated.

- Evaluate the potential for the tender of electricity supply to achieve the best market offer in terms of price, value-added services and possible partnership or sponsorship opportunities. The opportunity to increase the percentage of renewable energy being used should be considered at the same time.
- Implement a database replacement for existing account spreadsheets. This database will improve the reporting response that can be provided to SOPA and the internal financial management capability.

Energy Management

SOPA currently maintains 79 electricity accounts throughout Sydney Olympic Park. Of these, 30 accounts supply facilities, 39 accounts supply street lighting and 10 accounts supply power for irrigation.

The number of accounts managed by SOPA in 2003-04 will be reduced to 76, as the result of P1 and P3 carpark facilities assuming responsibility for managing their own utilities and the planned termination of one communications account.

SOPA is currently investigating whether accounts of similar type and location may be consolidated to further reduce administrative overhead. The number of accounts does not impact on energy consumption.

Environmental Performance

There was an increase in the amount of green energy used between 2001-02 and 2002-03. The major factor for this increase was the conversion in August 2002 of several SOPA energy accounts to contestable rates.

The level of Green Power consumption at Sydney Olympic Park represents a saving of approximately 1,873 tonnes of carbon dioxide from being released into the atmosphere during 2002-03.

Based on Sustainable Energy Development Authority (SEDA) estimates of 4.5 tonnes per vehicle per annum, the carbon dioxide saving at Sydney Olympic Park equates to approximately 415 vehicles taken off Sydney's roads for one year.

Achievements and Opportunities

SOPA's water and energy management program continually undertakes new initiatives that will reduce energy consumption costs, reduce carbon dioxide emissions and improve the environmental performance of operations at Sydney Olympic Park.

Types of projects undertaken range from direct assessment of energy costs and installation of energy efficient devices and smart metering, to review of operational aspects – such as the duration and time of operation and equipment.

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NSW Government Contract 777

The NSW Government Contract 777 Retail Supply of Electricity (777) was established in 1998 to assist the NSW Government agencies to maximise the economic benefit available due to the progressive deregulation of the electricity market.

SOPA currently has 28 accounts under 777, representing 77% of our total energy consumption. Products on the 777 contract include supply to high and low consumption facilities, traffic lights and street lighting.

While 777 rates are highly competitive, SOPA understands that recent contract negotiations in the open market by other Government agencies have achieved a more competitive result. For example, savings on SOPA's street lighting accounts are estimated at 18% on a more contestable contract rate. These accounts are currently ineligible for the 777 street lighting rate due to the presence of metering and the use of the sophisticated C-BUS control system to manage operation.

It is recommended that SOPA continue discussions with Energy Australia to obtain the contract rate or a similarly competitive rate under a separate contract. Over the medium term, it is recommended that SOPA investigate the benefits available in tendering electricity supply in the open market.

Cogeneration Feasibility Study

SOPA has recently signed a Memorandum of Understanding with the Sustainable Energy Development Authority (SEDA) to evaluate cogeneration opportunities at the Sydney International Aquatic Centre. SEDA will fund a feasibility study that will examine existing costs and energy consumption as well as existing infrastructure and operations.

As the cost of implementing cogeneration technology can be high, the study will recommend a range of options that SOPA may evaluate according to cost savings, environmental benefits and budgetary constraints. The acquisition of a new cogeneration plant should be considered as part of the Strategic Asset Management Plan.

Water Features Operational Review

The central and northern water features at Sydney Olympic Park currently operate between 8:00am and 8:00pm daily, except on major event days when their operating hours are extended. It is possible to reduce these operating times, especially in winter. For example, it is possible to save \$215 per month on operating costs for the northern water feature by reducing its operating times by one hour per day. This represents a saving of approximately 2.25 tonnes of carbon dioxide each month.

The results of our analysis of a range of energy-saving options are summarised below.

Energy Saving Options

Operating time	Monthly saving	Annual saving	CO ₂ saved per annum	Cars saved per annum
	\$	\$	\$	tonnes
8am to 7pm daily	\$216.97	\$ 2,603.64	27	6
8am to 6pm daily	\$433.93	\$ 5,207.16	54	12
8am to 5pm daily	\$856.66	\$ 10,279.92	99	22
10am to 4pm weekdays and 9am to 5pm daily	\$1,161.60	\$ 13,939.20	135	30

Disability Action Plan

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

A Disability Action Plan has therefore been prepared by SOPA's Sustainability Unit for period 2002 – 05. The Sustainability Unit will also coordinate the Disability Action Plan's promotion, dissemination, evaluation, monitoring and measurement.

Within this Disability Action Plan are Priority Areas for SOPA's individual functional areas, providing SOPA with the opportunity to measure and record achievements while demonstrating our ongoing commitment to equity and access in

all respects of service provision.

SOPA is steadily working through the various areas requiring priority actions. The following actions have been implemented to date:

- completion of the Sydney Olympic Park Access Guidelines
- completion of the Access Strategy for the Parklands
- completion of the 2002 Shelter Study
- commencement of a People Movement Strategy
- commencement of a draft Policy for complaints procedures
- upgrading of the Achieving Access website
- provision of Disability Awareness

training to staff

- ongoing convening of the Access Advisory Committee
- ongoing implementation of the Human Resources Policy requiring the mainstreaming of employment with people with disabilities
- ongoing Access Audits and Rectification Programs of the natural and built environment.

Table 1: Percent of total staff by level

Table 2: Percent of total staff by employment basis

Parliamentary Annual Report Tables

A. Representation of EEO Groups

EEO Group	Benchmark or Target	2000	2001	2002	2003
Women	50%			47%	50%
Aboriginal People and Torres Strait Islanders	2%			0%	0%
People whose first language was not English	20%			10%	9%
People with a disability	12%			2%	0%
People with a disability requiring work related adjustment	7%			1.7%	0%

B. Trends in the Distribution of EEO Groups

EEO Group	Benchmark or Target	2000	2001	2002	2003
Women	100			81	82
Aboriginal People and Torres Strait Islanders	100			N/A	0
People whose first language was not English	100			N/A	N/A
People with a disability	100			N/A	0
People with a disability requiring work related adjustment	100			N/A	0

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 ODEOPE.

4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

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Venues

Sporting venues at Sydney Olympic Park owned by SOPA include the:

Sydney Olympic Park Aquatic Centre

Sydney Olympic Park Athletic Centre

Sydney Olympic Park Sports Centre (formerly the State Sports Centre)

Sydney Olympic Park Hockey Centre

Sydney Olympic Park Sports Halls.

The NSW Government handed financial responsibility of the Aquatic Centre and Athletics Centre to SOPA commencing 1 July 2003.

Sydney Olympic Park Aquatic Centre has been reconfigured to combine sporting and leisure activities. It is the most visited sporting facility in New South Wales – attracting one million visitors a year – and a national second to the Melbourne Cricket Ground. The Centre will host the 2004 and 2005 National Swimming Championships.

Sydney Olympic Park Athletics Centre hosts amateur and professional athletics events and training sessions, and will host the 2004 and 2005 National Athletics Championships.

Sydney International Archery Park is home to both amateur and professional archery groups and competitions, with Archery NSW using the Park for much of its activity.

The Sports Centre, Hockey Centre and Sports Halls are managed and operated by the State Sports Centre Trust.

State Sports Centre Trust

The State Sports Centre Trust was established in 1984 to manage and operate the State Sports Centre – built by State and Federal Governments that year to help Australia develop its sporting performance after the 1976 Montreal Olympics.

Ownership of Trust property was transferred to SOPA in July 2001, and the Trust, as appointed operator, now works closely with SOPA to continue to promote and support sport at all levels at Sydney Olympic Park and to attract a wide range of events to the precinct, including state, national and international sporting events, business events, leisure events, exhibitions and concerts.

Sydney Olympic Park Sports Centre is the third largest arena of its kind in Sydney, supports 60 sports and can seat 500 to 5000 people for business events, sporting events, exhibitions and concerts.

Sydney Olympic Park Hockey Centre is used every day after 5:00pm and every weekend for a variety of hockey competitions and training as well as Gridiron games.

Sydney Olympic Park Sports Halls are a legacy of the Sydney 2000 Olympic and Paralympic Games and operate as a training venue for the Olympic sports of badminton, judo, fencing, handball, table tennis, volleyball and wrestling.

Other Major Venues

Telstra Stadium has been reconfigured since the 2000 Olympics to become one of the world's most versatile stadiums, hosting a variety of codes for up to 83,500 people – and doubled its business tourism activity in the 2002-03 financial year.

Sydney SuperDome hosts a range of sporting events and concerts, recently hosting a world-record breaking crowd for netball, a conference for 15,000 people per day, and the ARIA music awards.

Sydney International Tennis Centre hosts the Adidas International each year, as the second largest tennis tournament in Australia, and hosted the Davis Cup in 2003. The Tennis Centre is also a venue for business and entertainment events.

Sydney Showground is home to the Sydney Royal Easter Show, the largest event in the southern hemisphere, and is building strength in the exhibitions market – hosting product launches and increasing its meetings and conference business by 115% in 2002-03.

Equal Employment Opportunity

Equal Employment Opportunity achievements included:

- liaison and consultation with disability groups and representatives on access issues
- provision of disability awareness training for SOPA staff as a strategy under the Disability Action Plan
- access audit commissioned for the site and rectifications implemented
- access guidelines covering future developments on site produced
- SOPA worked closely with the Aboriginal Community to deliver Sydney Dreaming, an event held at Sydney Olympic Park in November 2002 to celebrate indigenous culture and dance – with a similar event planned for December 2003
- SOPA commissioned an Aboriginal history research project for the

Parklands, to inform aspects of Parklands educational and tour programs

- modifications were made to the work area and building amenities to assist a new staff member
- various committees were established with EEO group representation
- flexible working arrangements were approved, including part-time work
- literature and posters were displayed to promote diversity, access and equity issues.

Initiatives for 2003-04 include:

- Equity considerations to be addressed in implementation of Performance Management, including investigation of options for the recognition and reward of superior performance.

- development of exit questionnaire will provide staff with the opportunity to provide feedback on a range of organisational issues including equity, career progression, communication, etc
- Employee Self Service rollout to ensure that all staff are able to access personal information in a secure and private manner
- review of Corporate policies to incorporate consideration of equity principles
- salary packaging for staff below SES/Senior officer level to be introduced in a fair and equitable manner.

Ethnic Affairs Priority Statement

SOPA attaches high priority to the promotion of cultural diversity. Our achievements and initiatives in this area during 2002-03 were:

- SOPA and Auburn Council were jointly awarded the Best Cultural Event prize in the Australia Day Local Community category of 2003 Local Government Awards for celebrations in Bicentennial Park
- facilitated increased community awareness and involvement in events at Sydney Olympic Park by working closely with a communications organisation that specialises in ethnic communications – outcomes included a community event that showcased Sri Lankan food and culture and was attended by the Sri Lankan National Cricket Team
- consulted the community on the Parklands Plan of Management – facilitated through Auburn Council who represent a high proportion of

residents from non-English speaking backgrounds

- conducted community familiarity programs centred around the Parklands to increase awareness and encourage greater use of our facilities
- worked with the ethnic media on awareness campaigns to ensure all members of the community have access of information on Sydney Olympic Park
- provided information facilities at the Auburn Festival and the Newington Street Fair to ensure local communities had access to information and material on Sydney Olympic Park offerings
- an ethnic communities representative is included on the Parklands' Advisory Committee.
- SOPA's workforce reflects the general diversity within the community.

Initiatives for 2003-04 include:

- a number of events will be branded with an ethnic community theme – Indian, Chinese, Turkish, Arabic, Italian and Korean communities will be included in these events
- Customer Service training for staff will include a multi-cultural awareness component
- continued engagement of the local and ethnic community and use of the ethnic media
- participation in the Auburn Street Festival which features ethnic cultural performances and exhibits
- staging of an Australia Day 2004 event in partnership with Auburn Council.

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Freedom of Information

For the period 1 July 2002 to 30 June 2003, SOPA received two requests under the Freedom of Information Act 1992 (FOI Act). These requests were:

1 August 2002

The applicant sought access to a range of documents of a former Olympic agency and documents relating to an alleged injury during the 2000 Olympic Games. The application was suspended at the request of the applicant.

27 February 2002

The applicant sought access to video footage from closed circuit surveillance cameras. Advice regarding this matter is being sought from the Crown Solicitor's Office.

In the preceding year of 2001-02, a single FOI application was received by SOPA. There were no requests for Internal Reviews during 2002-03.

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

Senior Manager
Executive Services
Sydney Olympic Park Authority
7 Figtree Drive
SYDNEY OLYMPIC PARK NSW 2127
Telephone: 02 9714 7353
Facsimile: 02 9714 7495

Industrial Relations

There were no industrial disputes during 2002-03.

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 2003 Easter Show. These arrangements provided SOPA with the required flexibility to meet the extraordinary demands of the Easter Show period and ensured that staff were appropriately compensated for these changed arrangements.

Consultation was undertaken with the PSA in relation to working arrangements for staff during the period of the World Trade Organisation (WTO) Meeting in November 2002. The NSW Police Service took over operational control of the precinct surrounding the WTO meeting place, and special working arrangements were put in place to ensure the safety of staff.

SOPA also consulted with the PSA on development and implementation of the Performance Management System. Suggestions from the PSA were incorporated into SOPA's Performance Management System document.

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 seeking financial assistance and who were provided with financial assistance for tertiary study, were women.
- Two of the three SOPA-sponsored places on the 2003 Public Sector Executive Development Program have been taken up by women.
- A work placement opportunity course provided under the NSW TAFE Career Education and Employment for Women, aims to provide women with training and practical experience to assist their re-entry into the workforce, if they have been out of the workforce for some time.
- Five young women accompanied the SOPA Chief Executive Officer to the "CEO and Young Professionals Breakfast 2003" hosted by the Institute of Public Administration Australia (IPAA), in conjunction with the IPAA NSW State Conference. The theme of the breakfast event was Connecting Future Leaders with Current Leaders.

- SOPA sponsored a staff member to attend the Ninth Commonwealth Study Conference.
- Continued representation of women on major committees and working groups.
- A female tertiary student was placed in a traditionally male dominated profession at SOPA, under a student employment program, as a strategy for improving training opportunities for women.

Occupational Health and Safety

No serious injuries were recorded during the year. A small number of minor injury and travel claims involving minimal loss of time were recorded.

SOPA's first OHS Committee was established in 2002 and met bi-monthly during the year. A number of minor issues were addressed by the Committee.

A high-level OHS Management and Coordination Group was established to oversee and monitor the development and implementation of policies and procedures for the management of SOPA's OHS obligations.

SOPA commissioned an independent safety audit of its office premises and commenced implementation of recommendations.

The advice of HealthQuest (Government Medical Officer) was sought in relation to a vaccination and screening program for job classifications with inherent health and safety risks. A report is to be prepared by HealthQuest that will inform the basis for SOPA's preventative and monitoring program.

Broad-brimmed sun protection hats and high-protection sunscreen were made available to all staff to provide maximum protection when moving about the Sydney Olympic Park site for work-related or leisure purposes.

Regular emergency training was provided to staff.

Overseas Travel – 1 July 2002 to 30 June 2003

Officer	Functional Area	Places visited	Dates of Visit	Main Purpose of Visit
Geoff Buckley	Marketing & Corporate Communications	Hong Kong, China	4 – 8 November 2002	Tourism Trade Mission
Simone Middleton	Marketing & Corporate Communications	Hong Kong, China	30 October – 8 November 2002	Tourism Trade Mission
Jim Stone	Property	New Zealand	18, 19 February 2002	Investigation of re-use of existing structure for Visitor's Centre
Helen Lochhead	Planning & Urban Design	New Zealand	18, 19 February 2002	Investigation of re-use of existing structure for Visitor's Centre
Mark Stewart	Business Development	Lausanne, Switzerland	22 – 28 April 2002	Meeting with FINA regarding the World Swimming Championships

Consultant Expenses

Consultant expenses over \$30,000 are listed below, together with the description of their service.

Consultant	Total Cost	Description of Service
Calais Consultants	39,725.00	Visitor Information Strategy Report
Hassell Pty Ltd	44,950.00	Public Domain Strategy
Hill Thalys Architect	51,685.83	Urban Planning Advice
Jane Irwin Landscape Architect	51,685.83	Urban Planning Advice
RootProjects Australia Pty Ltd	35,855.81	Business Tourism Research Project
Strategies & Solutions Group Pty Ltd	71,982.51	IT & Communication Advice
Tony Caro Architecture	51,685.83	Urban Planning Advice
Droit Pty Ltd	61,986.00	Management & Design Advice
Landsbury's International Pty Ltd	42,500.00	Project Realisation Advice
Michael Collins & Associates	30,315.00	Commercial Property Advice
TOTAL Consultants over \$30,000	482,371.81	
TOTAL 68 Consultants under \$30,000	529,911.32	
TOTAL CONSULTANTS	1,012,283.13	

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Research and Development

Costs for SOPA's scientific research and model development projects and Aboriginal History and Connections Program are as follows:

Scientific Research

Completed Research	Cost
Three-year toxicity monitoring of leachate (costs listed for 2002-03)	250,000.00
Freshwater sediment research and baseline monitoring	70,000.00
Sediment movement and model development under various climate scenarios	33,000.00
Review of risk assessment work	15,000.00
Expert review	3,500.00
Ongoing research	
PhD studies on saltmarsh, mangrove algae as bioindicators of pollution, endocrine active compounds in sediment	40,000.00
TOTAL RESEARCH COSTS	411,500.00

Wetlands Research

Completed Research	Cost
Tidal flow study in mangroves	16,000.00
Hydrological studies in degrading wetlands	30,000.00
Telemetered tidal data gathering and analysis	20,000.00
Albino mangrove research	7,000.00
Toxic blue-green algae monitoring and control	24,000.00
Effects of drought on wetlands	11,000.00
Odour problem investigation and analysis in degrading wetlands	7,600.00
TOTAL RESEARCH COSTS	115,600.00

Aboriginal History and Connections Program

SOPA's Aboriginal History and Connections Program incurred costs of \$53,445 during 2002-03 for the following activities: establishing and maintaining "Connections Network"; archeological site surveys in Wanngal Woodland; publication of quarterly newsletter; ongoing archival and primary source document research and oral history sourcing and recording. The Program is ongoing and the 2003-04 budget is \$88,300.

Marketing Research and Development

During 2002-03, SOPA conducted research into customer understanding and product and business development, as well as research into and how to best position and develop Sydney Olympic Park's offerings. Total costs of marketing research and development during the year was \$764,363 as follows:

Customer Understanding Research

Events development and customer satisfaction research	43,131
Visitor experience non-events satisfaction and product development	162,107
Business events positioning and market understanding	35,855
Sydney Olympic Park precinct workers demographic and attitudinal survey	8,038
Annual benchmark and positioning research	249,131

Product and Business Development Research

Naming sports venues	23,000
Sports City Project Preliminary Business Concept	14,612
Arts & Cultural Strategic Plan	83,208
Food Experience development research	65,500
New Visitor Gateway Centre Development research	119,315
Ongoing visitor count research – Parklands and urban core	174,097
TOTAL MARKETING RESEARCH	764,363

Privacy Management

In accordance with the Privacy Information Protection Act 1998, SOPA has developed a Privacy Management Plan and has submitted this Plan to Privacy NSW.

The Privacy Management Plan sets out the core business and functions of SOPA and refers to information protection principles and procedures for internal review. It also includes a table that documents SOPA's processes for handling personal information.

No applications for review were received during 2002-03.

Protected Disclosures

The Protected Disclosures Act offers protection to public officials who make disclosures concerning corrupt conduct, maladministration and serious or substantial waste of public money.

Within SOPA, disclosures can be made to:

- The Chief Executive Officer
- 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 Premier's Memoranda and Treasurer's Directions.

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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 2002	203,287	510,370	82,884	77,312	20,568
At 31 December 2002	228,450	8,371	62,147	14,154	(175)
At 31 March 2003	162,469	319,090	166,547	2,426	6,704
At 30 June 2003	42,799	140,348	3,686	(909)	2,063

Trade Creditors Accounts paid on time within each quarter

Quarter Ended	Accounts Paid on Time Target%	Accounts Paid on Time Actual%	Amount Paid on Time \$'000	Total Amount Paid \$'000
At 30 September 2002	95	62	14,506	23,508
At 31 December 2002	95	61	11,659	19,235
At 31 March 2003	95	56	13,467	24,075
At 30 June 2003	95	60	29,877	49,854

SOPA implemented a major GST compliance program during the financial year. A number of invoices received did not meet the ATO's requirements of a Tax Invoice and were consequently returned to suppliers for correction.

There were a number of circumstances where SOPA officers were not satisfied with goods and services provided by suppliers which resulted in either adjustments to invoices or deferred payment.

Some officers of SOPA had not followed purchasing procedures which resulted in delays in the payment process.

No suppliers requested or were reasonably entitled to penalty interest charges during the financial year.

Publications

SOPA produces a range of publications and material to communicate with its diverse audiences.

Sydney Leisure Market

Our busy leisure activity and event calendar is promoted through a weekly 'What's On' advertising campaign in the major metropolitan, suburban and ethnic Sydney papers and key Sydney AM and FM stations. This campaign is further supported by brochures and posters distributed to consumers, venues, targeted media contacts and key tourism outlets.

The website was rebuilt during 2002-03 and now provides a comprehensive source of information for all visitors to the site, from those seeking to find out more on events

and activities to those seeking information on business opportunities.

Specific event flyers are also produced to support Sydney Olympic Park events such as 'Alive', designed to embrace the memories of the Sydney 2000 games, Boulevard Markets, Movies in the Overflow, etc.

Leisure Tourism

A leisure tourism publication branded 'Must See' is produced annually and distributed to retailers and wholesalers through Tourism Sydney and Tourism NSW.

Advertising promoting specific Sydney Olympic Park activities and events is placed in a range of Tourism Sydney, Tourism NSW and Tourism Taskforce publications.

Business Events

SOPA works closely with the venues at Sydney Olympic Park to cooperatively market the site as a destination for business events.

A business events brochure detailing the range of venues, space and configurations available for on-site functions, meetings, exhibitions and conferences is produced annually. This is supported by a Corporate Leisure & Team Building brochure, which details the leisure and incentive activities available on site. Both of these brochures are distributed to PCO's, corporates and other qualified bookers of event space.

Parklands

A range of information sheets are produced to support the Parklands programs. These include flyers supporting Bird Week, Walks & Talks an annual publication aimed at Bird Club members, plus a variety of fact sheets on a range of educational topics:

- WRAMs for visitors, tours and conference attendees
- Mosquito Fact Sheet for local residents
- Natural History Illustration Workshop for schools and special interest groups

Corporate

A range of publications are produced to meet our corporate obligations and to communicate the plans and vision for Sydney Olympic Park. These include:

- Annual Report is produced in hard copy format and on the SOPA website

- Corporate brochure outlining the vision for SOPA is used as a support to investors, developers and other partners

- Corporate Plan articulating the strategies and actions required to achieve the corporate vision distributed to staff and on-site stakeholders

- Sustainability Strategy provides a corporate framework for sustainability, is distributed to Government, EPA and environmental groups
- State of Environment report is a statutory requirement, and available on the SOPA website and distributed to all Government and environmental agencies

In addition to the above there is a significant requirement to maintain and update signage on site and across the venues, to ensure that the corporate brand is conveyed professionally and accurately.

Consumer Feedback

In early 2003, SOPA established an additional customer feedback mechanism via email through its newly redeveloped website. This added to the traditional telephone and letter response mechanism, with some twenty responses received in the six months from January to July 2003.

All feedback, whether a comment, idea or complaint, is aimed to be responded to within seven days. Much of the feedback received during 2002-03 was in the nature of constructive feedback for improvement of Sydney Olympic Park, such as advice on damaged or broken facilities, improvements to the website, etc.

The primary area of complaint was in the area of carparking (regarding infringement notices, etc) or traffic management issues, with a small number of infrequent complaints on a broad range of issues from noise from events to mosquito problems for the surrounding residential areas.

SES Staffing Profile

SES Level	Males at 30 June 2003	Females at 30 June 2003	Vacant as at 30 June 2003
Level 7	1	-	-
Level 5	2	-	-
Level 4	1	-	-
Level 3	-	-	1
Total	4	-	1

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CES/SES Performance Statements

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 2002-2003.

Mr Newman developed the organisation's first comprehensive Corporate Plan to formalise SOPA's vision, mission, corporate objectives and key strategies and to guide SOPA's business over the next 5-7 years. The Corporate Plan's economic development strategy is designed to generate long-term revenue opportunities and leverage Sydney Olympic Park's competitive advantage around six key themes in science & technology, education, sport, environment, health, leisure & wellbeing and culture, the arts & entertainment.

The implementation of these strategies commenced during the year, with significant progress made in establishing Sydney Olympic Park as the hub of the sports industry and Australia's premier sports destination. The establishment of an Education Reference Panel was a significant step in establishing formal links for the investigation of education related business opportunities.

Development of the Corporate Plan was complemented by the implementation of a strong new corporate identity and brand, to reposition and enhance the market positioning and image of Sydney Olympic Park.

A central element of SOPA's future planning was the development of the conceptual framework for SOPA's placemaking objectives, SOPA's Founding Principles of Place Making – Shaping the Future of a Town.

Mr Newman also oversaw processes relating to the sale and long-term lease of three residential sites and one commercial development site at Sydney Olympic Park. This development will generate \$470M of private sector investment and yield the Government \$72M of value in cash and in-kind benefits.

As SOPA is a young organisation, its structure continued to evolve during the year. Mr Newman appointed four new Executive Directors and oversaw the appointment of 13 senior staff.

Increased visitation levels were achieved for Sydney Olympic Park through a combination of initiatives involving community engagement, increased product offerings and more effective marketing and communication programs.

SOPA's sustainability agenda – with a focus on social, economic, and environmental sustainability – was progressed, as was implementation of the Parklands Plan of Management and the Parklands 2020 vision.

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

Mr Terry Martin

Executive Director, Property
Senior Executive Service, Level 5

Period in Position:
29 July 2002 to 30 June 2003

The Chief Executive Officer reported that Mr Martin performed to a high level in 2002-2003.

Mr Martin led the tender evaluation and negotiation processes for the awarding of major development

contracts valued at \$470 million for residential and commercial/retail developments in the town centre. These landmark developments will fundamentally alter the character and landscape of Sydney Olympic Park. They represent the beginning of a major urban redevelopment program at Sydney Olympic Park, that will underpin its transformation into a vibrant urban centre.

The residential developments will take the form of three towers and include 746 units, 1100 car spaces and 1,340 m² retail development. The 50,000m² commercial/retail development will take the form of three six-story buildings, including 5500m² retail development and 746 car parking spaces.

In principle agreement was also reached for the development of Sports House – a six-storey, \$35 million project comprising 12,000m² of space. Sports House will become a model for sports administration in NSW through the co-tenancy of leading professional and amateur sports bodies, including NSW Department of Sport and Recreation and NSW Institute of Sport.

The capital works program of \$26 million was delivered on time and on budget. Significant projects included the installation of the Games commemorative poles and Games Memories projects, the final phase of Telstra Stadium works construction, wayfinding and arterial signage, and Parklands enhancements.

The treatment of scheduled chemical waste on remediated land was completed and validated. The project used pioneering environmental technology and was supported by environmental groups. Prior to the development of this technology, highly contaminated materials were stored in secure warehouses.

A detailed review of the procurement of car parking management resulted in the award of a new contract that emphasised performance-based management. The new management contract resulted in greater efficiencies in operational management and enhanced revenues.

Refined contract procurement methodologies were also adopted in relation to asset management. These methodologies resulted in a reduction in standing costs and an increase in the quality of the performance of service contracts.

SOPA built on our best practice water reclamation and management system by entering into an agreement with Sydney Water for the sharing of technology and intellectual property in relation to water usage and management.

Mr Martin initiated SOPA's Vision 2025 program. His area also initiated and produced SOPA's first 'new brand' presentation material, Presentor, to assist in the promotion of SOPA's strategic development opportunities.

Mr Geoff Buckley

Executive Director, Marketing and
Corporate Communications
Senior Executive Service, Level 5

Period in Position:
5 August 2002 to 30 June 2003

The Chief Executive Officer reported that Mr Buckley performed to a high level in 2002-2003.

Mr Buckley led the development of the Sydney Olympic Park brand strategy and brand positioning. He oversaw the brand audit and the commencement of brand implementation. Over time, branding will be critical in increasing awareness

and recognition of Sydney Olympic Park, and in establishing a sense of place and a set of values that are attributable to the place. SOPA also worked closely with the venues within Sydney Olympic Park to strengthen the overall Sydney Olympic Park brand and to maximise its potential.

A range of corporate brochures, promotional material and collateral was produced during the year. A major enhancement of the website was also undertaken.

Mr Buckley oversaw SOPA's initial Event Strategy that established a strategic basis for the assessment and development of events at Sydney Olympic Park and the role SOPA takes in the staging, promotion and support of events.

A number of events were successfully staged by SOPA through the Marketing and Corporate Communications team during the year. These included: Sydney Dreaming, a celebration of indigenous culture, food and dance; Alive, commemorating the anniversary of the Sydney Olympic Games; Carols by the Cauldron; Boulevard Markets; Movies in the Park; and Would you like Music with That?

A major upgrade of leisure tourism products was undertaken including the Explorer bus tour and the Games Trail. A joint marketing program was agreed with Tourism Sydney to target domestic and international leisure tourists. Planning was finalised for the relocation and reinvigoration of the Visitor's Centre to provide more effective and efficient visitor servicing.

SOPA established a business events sales role and assisted with the coordination of business events across the site. This allowed for a single point of contact for organisations interested in staging a business event at Sydney

Olympic Park. As a result, Sydney Olympic Park doubled attendance at business events.

Mr Buckley's position is also responsible for overseeing site operations. Operational plans have been developed for the Rugby World Cup following close liaison with the Australian Rugby Union and the Major Events Unit within Premier's Department. SOPA also worked closely with the NSW Police Service and businesses on site for the successful staging of the high security World Trade Organisation Meeting in November 2002.

The Ranger Security Services contract for Sydney Olympic Park was tendered and awarded during the year. The contract provides for 24-hour surveillance and monitoring of the site and for the enforcement of parking and other regulations within Sydney Olympic Park.

Smooth implementation of the Visitor Services contract was also achieved during the year.

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Cover Photo Captions

FRONT COVER L-R

Jane Spring
Senior Manager, Executive Services
Corporate Services

Luke Saffinga
Senior Park Ranger
Place Management

Judy Harrington
Interpretive Ranger / Guide
Place Management

Danielle Hoare
Business Events Coordinator
Marketing & Corporate Communications

Robert Leece
Herb Elliott
Penelope Figgis
Board Members
Sydney Olympic Park Authority

Mark Stewart
Executive Director
Business Development

BACK COVER L-R

Michael Thompson
Administrative Support Officer
Corporate Services

Maria Ferlito
Executive Assistant to David Grant
Parklands Placemaking

Tony Nesbitt
Manager, Events & Programs Development
Parklands Placemaking

Julie Meilik
Data Catalogeur
Parklands Placemaking

Carol Giuseppi
Director, Communications
Marketing & Corporate Communications

Nick Hubble
Executive Director
Financial Services

Design Neon Creative
Photography Tommy Morris, John Barrett
Printer Fast Proof Press

Contact Details

Sydney Olympic Park Authority
7 Figtree Drive, Sydney Olympic Park
New South Wales 2127

Telephone: 02 97 14 73 00

Facsimile: 02 97 14 78 18

Email: enquiries@sopa.nsw.gov.au

www.sydneyolympicpark.nsw.gov.au

Our office hours are 8.00am to 5.30pm, Monday to Friday.

