With each passing year, Sydney Olympic Park continues its transformation from a single use facility built to host the Sydney 2000 Olympic and Paralympic Games, to one of the State’s most versatile and successful community precincts, providing an outstanding legacy for future generations.

On an average business day, the Park plays host to almost 13,000 workers, 1,000 school students and 2,000 visitors, and when sport or entertainment events are staged, the number of visitors grows exponentially.

Whilst sport is traditionally the focal point of the precinct, in recent times the Park has experienced significant growth in residential and commercial numbers.

In addition to the local community, each year millions of visitors travel to the Park to be entertained, cheer on their team, play sport or simply enjoy a leisurely walk around the 430 hectares of parks, gardens and nature reserve which comprise Sydney Olympic Park.

Sydney Olympic Park is the State’s key major event precinct, generating in excess of $1 billion in economic activity annually. It is also capable of hosting some of the State’s largest and most valuable conventions and exhibitions.

The value of major concerts, sporting and cultural events, and business activity, together with ongoing investment from the sector, totals in excess of $1.4 billion of approved developments.

Five major projects are currently underway or have been completed, with several more set to commence.

One of the key achievements during the year was the $65 million refurbishment of the Sydney Showground Main Arena. This new facility will host the home games of the AFL’s Greater Western Sydney Giants, and provides another key sporting and entertainment venue for the people of Western Sydney.

Sydney Olympic Park Authority continues to oversee the Park’s development, in line with the NSW Government’s strategic direction for the State, and I am confident the coming years will see further exceptional benefits delivered for the people of New South Wales.

I would like to take this opportunity to congratulate the Board and management of the Authority for another year of outstanding results and prudent oversight during difficult economic times.

The Honourable Graham Annesley MP
Minister for Sport and Recreation
31 October 2012

The Hon Graham Annesley MP
Minister for Sport and Recreation
Level 33, Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

We have pleasure in submitting, for your information and presentation to Parliament, the Sydney Olympic Park Authority Annual Report for the year ended 30 June 2012.

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

Yours sincerely

Michael Knight AO
Chair

Alan Marsh
Chief Executive Officer
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This Annual Report can be downloaded from the Sydney Olympic Park website at www.sydneyolympicpark.com.au
Overview
2011–12
At a glance

- $7.7 million Blaxland Riverside Park regional play space was completed
- The Park welcomed its first permanent residents with the completion of Stage 1 of Australia Towers
- Almost 140 organisations are now located within the Park
- The Park’s daily population of workers, residents and students now exceeds 13,000
- In 2011 the Park played host to almost 6,000 events
- More than $1.25 billion of sector development projects approved since the Sydney 2000 Olympic Games
- During 2011-12, the Park attracted 716,000 business visitors who attended more than 2,800 business events

- The Park is the State’s natural home of major events; in 2011–12, it played host to the NRL Grand Final, the Royal Easter Show, State of Origin and Bledisloe Cup games and some of the world’s top entertainment acts; it also hosted international cricket games for the first time
- The Sydney Royal Easter Show continues to be the largest annual event in the Southern Hemisphere, attracting over 810,000 visitors over the two weeks of the Show
- The Park is designed to cater for massive crowds and to expedite their flow in and out of the venues and the Park; in 2011–12 the Park had 41 days in which 30,000 or more people visited the Park; this includes two days with more than 100,000 people in the Park
- The $65 million Sydney Showground Main Arena upgrade was completed on time and on budget

12 million
people hosted

13,000
daily population
• The Park’s newest home team, the AFL’s Greater Western Sydney Giants, commenced their inaugural premiership campaign at ANZ Stadium in March and played their first home game at Sydney Showground Stadium in May.
• Allphones Arena (formerly Acer Arena) consistently rates in the top two or three most successful indoor arenas in the world, up with New York’s Madison Square Garden and Radio City Music Hall and London’s O₂ Arena.
• Work was completed on traffic lights on the corner of Edwin Flack and Birnie Avenues, improving traffic flows through the Park’s main south-western access corridor.
• Major upgrades were completed to public amenities at Wilson Park and the Athletic Centre Warm-up Arena.
• The Sydney Olympic Park Athletic Centre and Aquatic Centre played host to a total of 227 school carnivals during the year.
• The activities held at the Park generated well in excess of $1 billion of economic activity during 2011–12 for New South Wales.
• Work was completed on a $2.6 million upgrade of the Australia Avenue gateway to the Park.
• More than 510,000 school children visit the Park each year to participate in environmental education courses or to participate in school-based sports activities.
• The inaugural Youth Eco Summit attracted over 2,000 students from 45 schools to a two-day sustainability event at Newington Armory.
• Aimex, the Australian international Mining Expo, Australia’s largest ever trade show, was held at Sydney Showground over four days, with over 600 exhibitors taking over 50,000m² of floor space.
This Annual Report covers the period 2011–12, which coincides with the 10th anniversary of the foundation of the Sydney Olympic Park Authority.

Looking back at the last 10 years, much has been accomplished in the development of the Park following the Sydney 2000 Olympic and Paralympic Games. Over that decade, many people contributed to this success, including Ministers, Board members and staff who are no longer directly involved with the Authority. Our achievements have been due to their efforts, as well as the continuing work of those who are still involved.

By any measure, the numbers at Sydney Olympic Park are impressive. Annual visitor numbers have more than doubled since 2001–02, the Park’s daily workforce has increased exponentially to almost 13,000, the number of events held within the Park is now approaching 6,000 annually and the value of investment in the precinct exceeds $1.4 billion in approved development projects.

The Authority has taken the lead role in this, from negotiating with key stakeholders to facilitating development, ensuring best practice design and environmental standards and managing the impacts of an astonishingly diverse array of events.

The Authority combines many of the roles and responsibilities of a suburban council, together with specific responsibilities for managing and developing a unique major events precinct and a critical ecological site. In addition, it shoulders the responsibilities of approval, oversight and compliance for development within the Park’s boundaries, together with ongoing management of several State-heritage listed sites, including the vast Newington Armory precinct.
Several key milestones this year include the commencement of further new commercial developments, the arrival of our first residents to Australia Towers, the completion of a magnificent regional playground in Blaxland Riverside Park and the extension of Murray Rose Avenue through to Parkview Drive, delivering better traffic access for new commercial developments adjacent to the Brickpit.

While the Authority has achieved much over the last decade, our focus is not on the past, but on the future. Much has been accomplished; however, much more still needs to be done.

Looking to the year ahead, several projects will come to fruition, including the Quest serviced apartment complex and a new commercial office and retail development on Murray Rose Avenue. Construction will also commence on several new commercial developments and Stage 2 of Australia Towers.

This is in addition to significant public works being undertaken by the Authority, including the opening of the first stage of Brickpit Park, further traffic improvements on Edwin Flack Avenue and long-term planning for further public utilisation of the Parklands to meet growing public demand.

The environment in which the Authority works remains constrained by funding restrictions and the demands of budgetary restraint. However, the Authority continues to explore innovative revenue generation opportunities, ensuring that the Authority’s service delivery standards continue to meet the expectations of our patrons, our tenants and our partners.

The outstanding success of the Park and its continuing growth and development reflect the highest credit on the Authority staff. Their passion and dedication, combined with the commitment and expertise of management and a deeply involved Board, have combined to ensure that Sydney possesses a unique precinct. Sydney Olympic Park is a clear and successful legacy of the Olympic Games that cities worldwide are eager to emulate.

The next 10 years will prove to be as important as the last. However, we are determined that the Authority will continue to evolve to meet the challenges of managing an ever-changing, ever-growing precinct.

Michael Knight AO | Chair
Sydney Olympic Park Authority remains focused on managing the transformation of the Park from a world-class sporting precinct to a major centre for events, commerce, education and residential development to meet the evolving needs of the people of New South Wales.

2011-12 was an unprecedented year in the evolution of Sydney Olympic Park since the Sydney 2000 Olympic Games. The completion of Australia Towers saw the first residents enter the Park, the first serviced apartments commenced construction during the year, a further 13,000m² of commercial floor space was added to the Park’s stock and the new GWS Giants AFL team commenced playing at their new home ground, the refurbished Sydney Showground Stadium.

Several significant commercial and residential developments have either commenced or been completed during Financial Year 2011-12, a positive sign of the ongoing strength of the Park as a venue for commerce during a period of tough economic indicators. These developments are the latest of almost $1.4 billion in private sector investment projects approved since the Sydney 2000 Olympic Games and reaffirm the private sector’s continuing commitment and confidence in the Park as an investment destination.

Meanwhile, the completion of key projects of benefit to the wider community, such as the completion of the redevelopment of the Sydney Showground Stadium and the construction of the new Blaxland Riverside Park regional play space, attest to the Government’s support for improving the Park’s infrastructure and amenities.

The Authority continues to strive to deliver the services that the people of New South Wales require, supporting community access to world-class sporting venues and parklands and facilitating the management and upgrading of events infrastructure and public facilities that serve the community. This includes the upgrading of infrastructure at Wilson Park and the Athletics Centre Warm-up Arena, improved traffic access to the Park and an ongoing investment in improved, more environmentally and financially sustainable water and energy use throughout the Park.

The Park played host to almost 12 million people during the year, including 2.7 million visits to the Parklands, highlighting the central role the Park plays in the lives of so many. These numbers are expected to continue to rise as more and more event days of all sizes are held within the Park and with the growth of residential communities bordering the Park such as Rhodes and Wentworth Point.
The Authority will continue to guide the ongoing development of the Park as a significant economic centre, delivering well in excess of $1 billion in economic benefits to the New South Wales economy annually.

Whilst facilitating continued significant private sector investment in the Park, the Authority will ensure that the Park retains its unique status as Australia’s premier major event precinct and remains capable of hosting the largest sporting, entertainment and cultural events, in line with the Government’s commitment to attracting major events to NSW. This is in addition to the thousands of community, education and commercial events hosted within the Park; almost 6,000 during the period.

In accordance with the Authority’s commitment to reducing the cost to Government, the Authority will strive to reduce the level of necessary grant funding, through continuing to increase revenue from parking and other commercial activities and reducing expenditure in a strategic manner, without compromising service levels.

To this end, the Authority’s financial performance is such that the Authority generates approximately 60% of its annual cash requirements from revenue. This is despite significant community obligations that do not contribute to the Authority’s cash flow, but make a significant impact on the wellbeing of the wider community, together with an aging assets base.

Finally, it is appropriate in an Olympic year to touch on the ongoing legacy of the 2000 Olympic and Paralympic Games. In addition to being the exemplar of Olympic legacy planning more than a decade on, the Park continues to attract visits from current and potential future host cities for major events such as the Olympic Games and other major sporting events. The ingoing international interest in the Sydney Olympic Park success story highlights the importance the precinct plays in Sydney’s ongoing reputation.

I would like to acknowledge the Sydney Olympic Park Authority staff for their hard work and commitment to the ongoing success of Sydney Olympic Park.

Alan Marsh | Chief Executive Officer
Sydney Olympic Park Authority is responsible for managing and developing the 640 hectares that comprise Sydney Olympic Park and maintaining it as a lasting legacy for the people of New South Wales. Under the management of the Authority, the Park has rapidly developed into an important urban centre and built on its legacy as a prime destination for sporting, entertainment and cultural activities.

Over the past 10 years, the Authority has overseen more than $1.4 billion worth of development projects and welcomed more than 140 organisations and over 13,000 staff to the precinct. The Authority has ensured the sustainable management of 430 hectares of Parklands and seen the Park host major sporting, entertainment and business events and engage in a wide range of local community initiatives.

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

Who we are

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

Our vision

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

Our mission is to:

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

Serving the public

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

• To grow prosperity across NSW ... through increased business investment and acting as the major event precinct for NSW.

• To enhance our environment for living ... by providing jobs closer to home and facilitating more people using parks, sporting and recreational facilities and participating in the arts and cultural activity.

What we do

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

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

In addition, the Authority continues to liaise with and maintain arrangements with Olympic organisations such as the International Olympic Committee and the Australian Olympic Committee.
The Sydney Olympic Park Act 2001 (NSW), incorporating the Sydney Olympic Park Amendment Regulation 2004 (NSW), requires the Authority to make all reasonable efforts to ensure that:

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

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

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

Corporate governance

The Authority’s primary objectives relate to place making, place management, promoting the Park and optimising returns on Government investment.

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

Corporate planning framework
The Board

The Honourable Michael Knight
AO
Chair

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

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

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

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

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

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<th>Board members</th>
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<td>Hon Michael Knight</td>
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<td>Jack Cowin</td>
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<td>Alan Whelpton</td>
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David Baffsky AO LLB
Mr David Baffsky was appointed to the Board on 26 October 2009.

Mr Baffsky has been associated with the Accor Group since 1993, with his appointment as Chairman of Accor Asia Pacific. In particular, Mr Baffsky oversaw the construction of the Novotel and Ibis Hotels at Sydney Olympic Park, the first of the Accor Group’s four hotels now located within the Park.

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

John D Coates AC LLB
Mr John Coates was appointed to the Board on 1 January 2005.

Mr Coates is President of the Australian Olympic Committee, President of the International Council of Arbitration for Sport and the Court of Arbitration for Sport and a Member of the Council of the International Rowing Federation (FISA). He is a Member of the International Olympic Committee and its Executive Board, Juridical, TV Rights and New Media and 2012 London and 2016 Rio de Janeiro Olympic Games Coordination Commissions.

Mr Coates is Chairman of William Inglis and Son Ltd and a Member of the Grant Samuel Advisory Board.

Jack Cowin LLD
Mr Jack Cowin was appointed to the Board on 1 January 2005.

Mr Cowin is Founder and Executive Chairman of Competitive Foods Australia Pty Ltd, which owns Hungry Jack’s nationally and Kentucky Fried Chicken in Western Australia and the Northern Territory.

Mr Cowin is a Director of Network Ten, BridgeClimb and Chandler Macleod Australia Ltd.
Liz Ellis AM, BA/LLB

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

Ms Ellis is a Member of the Australian Sports Commission and sits on the board of the New South Wales Institute of Sport.

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

Penelope Figgis AO

Ms Penelope Figgis was appointed to the Board on 1 July 2001 and departed on 10 August 2011.

During this period, Ms Figgis has been the Chair of the Olympic Parklands Advisory Committee.

Ms Figgis is the Director of the Australian Committee of the International Union for Conservation of Nature (IUCN) and Vice Chair for Oceania of the World Commission on Protected Areas. She is a member of the Iconic Sites Taskforce, Trustee of the Parks Forum and Visiting Fellow at the Graduate School of the Environment, Macquarie University.

Ms Figgis has been a senior member of the environment movement and an advocate for conservation for over 30 years, including 17 years as Vice President of the Australian Conservation Foundation.

Denis Fitzgerald AM

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

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

Mr Fitzgerald has also been CEO of Parramatta Leagues Club, a Parramatta Council Alderman, a Parramatta Stadium Trustee, was appointed Chairman of the NSW Sports Combat Authority in September 2011 and brings to the Board a deep knowledge of sports management at all levels gained through 30 years of senior management experience in hospitality and gaming.
Alan Marsh, BBus MBA CPA  
Chief Executive Officer  

Mr Alan Marsh commenced as Chief Executive Officer of the Authority on 1 February 2008. Mr Marsh has more than 30 years of experience in the public and private sectors across precinct and facilities management, event management, and construction and development.

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

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

Alan Whelpton AO  

Mr Alan Whelpton was appointed to the Board on 26 October 2009 and departed on 25 October 2011.

Mr Whelpton has been closely associated with the Australian Surf Life Saving Association for more than 50 years. A successful businessman, Mr Whelpton has served the Surf Life Saving Association from lifesaver to national president, a post held for 26 years, followed by eight years as world President of the International Life Saving Federation.

Mr Whelpton was the former Chairman of the State Sports Centre Trust, which has now been merged with Sydney Olympic Park Authority and brings to the Board a lifetime’s experience of amateur and volunteer associations.
The plan to make NSW number one

NSW Plan 2021 is a 10-year plan announced by the Government to rebuild the economy, return quality services, renovate infrastructure, strengthen New South Wales’ local environment and communities and restore accountability to Government.

Sydney Olympic Park Authority provides effective support across the five key strategy areas of NSW 2021.

• Rebuild the economy
• Return quality services
• Renovate infrastructure
• Strengthen our local environment and communities
• Restore accountability to Government

The Authority, either directly through its actions or indirectly through facilitating the actions of other organisations and individuals, delivers results which underpin the achievements of NSW 2021.

Rebuild the economy

The Authority makes a direct contribution to many of the goals of this strategy, in particular Goal 1 (Improve the performance of the NSW Economy) and Goal 2 (Rebuild State finances).

Sydney Olympic Park, under the management of the Authority, contributes well in excess of $1 billion of economic activity to the NSW economy, either directly through the finalisation of land and asset leases, or indirectly through providing support to activities held at the Park, including conferences, exhibitions and entertainment and sporting events.

In addition, the Park provides employment to some 13,000 permanent employees at almost 140 organisations which are located within the Park, and which in turn are generating economic activity through their normal business endeavours.

Furthermore, the Authority, through contributing to an increasing share of its operating costs through self-generated revenue activities, makes a significant contribution to reducing the cost burden of Park operations on State finances.
Return quality services

Of the 11 goals identified under this Strategy, the Authority makes a direct contribution to more than half, Goal 8 (Grow patronage on public transport by making it a more attractive choice), Goal 9 (Improve customer experience with transport services), Goal 10 (Improve road safety), Goal 11 (Keep people healthy and out of hospital), Goal 14 (Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential) and Goal 15 (Improve education and learning outcomes for all students).

In particular, the Park’s public transport-friendly design, dedicated transport links, purpose-designed train station and commitment to integrated ticketing for major events, all actively support this strategy’s public transport goals. With almost 12 million people passing through the Park in 2011, the majority by public transport, the Park provides tangible support for these goals.

The Park’s emphasis on supporting the use of elite sporting facilities by community and school-based sporting organisations, together with passive recreation in the Park’s 430 hectares of parklands, makes a direct contribution to a healthier New South Wales community. The correlation between an active, healthy lifestyle and improved long-term health outcomes is undisputed.

Sydney Olympic Park was designed to play host to the Sydney 2000 Paralympic Games and was therefore designed to the highest standards of access and usability by people with a disability. This philosophy guides all new developments within the Park, requiring implementation of Australia’s best practice in design and construction for disability access guidelines, maintaining equality for all people to participate in community life.

The Park’s significant education programs encompass more than 25,000 students annually attending more than 1,100 classes across a range of curriculum-based environmental education programs. This is in addition to a range of significant education-related programs, such as the Youth Eco Summit, Science in the Suburbs and ARTEXPRESS.
Renovate infrastructure

The Authority’s activities directly support two of the three goals of this strategy, Goal 20 (Build liveable cities) and Goal 21 (Secure potable water supplies) and provide indirect support to Goal 19 (Invest in critical infrastructure).

Specifically, the Park’s balanced mix of commercial, recreation and residential development, supported by quality transport links, provides a template for liveable cities of the future. While the major event capabilities of the Park are unique, the example that it provides and the expertise developed will inform the future development of the State’s urban areas.

The capabilities and benefits of the Park’s Water Reclamation and Management System (WRAMS) have provided a clear example of the benefits that a successful water recycling system can provide, especially to a State that has suffered significantly from drought within the last decade. For example, in 2010-11, the Park’s consumption of potable water was 86,138 kilolitres, significantly exceeded by the 787,000 kilolitres of water processed through the WRAMS facility.

The continued public and private sector investment in the Park contributes to the State’s infrastructure investment. In particular, improvements to traffic paths into and through the Park, combined with the $65 million investment in the upgrading of the Sydney Showground Stadium, support the Park’s role as the State’s critical major event precinct, especially given the unavailability of the Darling Harbour conference and exhibition facilities for several years during those facilities’ upgrades from 2013.

Strengthen our local environment and communities

Sydney Olympic Park plays a crucial role in two key goals of this strategy, Goal 22 (Protect our natural environment) and Goal 27 (Enhance cultural, creative, sporting and recreation opportunities).

The Park’s commitment to environmental excellence predates the Olympics, with the protection of endangered species of flora and fauna ensured through the creation of specific habitat areas within the Park’s 430 hectares of Parklands.

In addition, the Park’s commitment to a sustainable future, through initiatives such as the WRAMs water recycling system, support for solar energy use, innovative use of recycled materials in construction and the requirement for all new developments to meet Australia’s best practice environmental standards, supports the preservation of our precious natural environment for generations to come.

Support for community use of the Park’s facilities is integral to the operations of the Authority. Whether it is through the public use of elite sporting facilities such as the Hockey Centre for community-based competitions, through to essential support for cultural activities such as Boishaki Mela and the India Australia Fair, the Authority plays a major role in the success of these community events.

Evidence of the success of the Authority’s endeavours is that more people use the Park’s numerous sporting and recreational areas for community-based sport than pay to see elite sport played within the Park.
Restore accountability to Government

The Authority supports two of the four goals of this strategy, Goal 29 (Restore confidence in the planning system) and Goal 30 (Restore trust in the State and local government as a service provider).

The Authority, through an open and transparent planning assessment system, in conjunction with the NSW Department of Planning and Infrastructure, delivers outcomes that result in quality planning outcomes, producing outstanding developments to realise the vision of Sydney Olympic Park Master Plan 2030. This underpins all development within the Park, tangibly demonstrating consistent, ethical and appropriate planning processes.

Similarly, the Authority’s commitment to providing best practice in all of its interactions with the wider community, works to ensure that the community can have confidence in the integrity of the Authority and the mechanisms of government.
The key focus of the Authority’s Corporate Plan is continuous improvement of quality service delivery in keeping with the Park’s status as a former Olympic site, one which continues to be the subject of intense international and domestic media scrutiny as a key exemplar of Olympic legacy planning and delivery.

The Authority Corporate Plan 2011-12 identifies six critical areas key to the success of the Authority and the wider Park.

These areas are:
• manage the changing needs arising from Master Plan 2030;
• increase use of Parklands, sporting venues and cultural facilities;
• environmental sustainability;
• strengthen the Park’s capacity for hosting major events;
• facilitate economic development; and
• improve financial performance.

In each of these areas the Authority is taking concrete measures to ensure that the people of New South Wales receive the maximum return from the financial, human and intellectual capital invested in Sydney Olympic Park.

The future development of the Park as a unique resource for the people of New South Wales and the nation, making a significant contribution to the State’s economy, underpins all aspects of the Sydney Olympic Park Authority’s Corporate Plan.

Manage the changing needs arising from Master Plan 2030

Master Plan 2030 is a vision for the future development of Sydney Olympic Park, outlining blueprints for the growth of the Park’s education, commerce and residential capabilities, while retaining the Park’s unique capacity to support the largest of major events.

Managing the development of the Park to meet the goals of Master Plan 2030 requires significant inputs from the Authority if the vision of a daily population of 50,000, residents, workers and students, plus up to 25,000 daily visitors is to be achieved.

During 2011–12, the Authority has undertaken the following initiatives to support the realisation of Sydney Olympic Park Master Plan 2030:
• completion of an extension of Murray Rose Avenue east of Australia Avenue to support new development at the south end of the Brickpit;
• an upgrade of the Australia Avenue entrance to the Park to improve access to the Park, particularly during peak traffic times;
• installation of traffic signals at the intersection of Edwin Flack and Birnie Avenues to improve traffic flows into and out of the Park via the Carter Street precinct;
• initial work on a new electrical zone substation in Bicentennial Park to support future development;
• conversion of the roundabout under Homebush Bay Drive to duel carriageway to improve traffic flows during peak access, particularly for major events.
Increase use of Parklands, sporting venues and cultural facilities

With more than 2.7 million visitors to the Parklands during 2011–12, plus many millions more into the Park to attend sporting and cultural events throughout the year, the Authority’s commitment to encouraging the wider community’s use of the Park’s sporting and recreation facilities remains undimmed.

The 430 hectares under the Authority’s stewardship include not only environmentally sensitive habitat areas for endangered species, they include a wide range of publicly accessible areas to meet the diverse needs of the community. From open spaces and play areas to formal gardens and structured play areas, the Authority manages the Parklands to ensure they meet the needs of the 12 million people who pass through the Park annually, including more than 2.7 million visitors specifically to the Parklands.

In addition, the Authority manages six venues and several sporting fields, all of which play a major part in supporting the sporting and cultural needs of the people of Sydney.

During 2011-12, the Authority has undertaken the following initiatives to support the increased usage of the venues and Parklands within the Park:

- completed the construction of a $7 million, 3 hectare regional play space within Blaxland Riverside Park;
- worked with Netball Australia to progress development of a new state-of-the-art netball complex;
- completed upgrade of public amenities at the Athletic Centre Warm-up Arena and Wilson Park;
- worked with the Royal Agricultural Society of NSW and the AFL to complete the $65 million upgrade to the Sydney Showground Main Arena, enhancing its capabilities across a range of uses.

Environmental sustainability

Managing the rich and diverse ecosystems within the Park’s boundaries, together with reducing the environmental footprint of Park activities, continues to occupy the Authority’s attention. As the custodian of the site of the largest land remediation project in Australia and the enduring environmental legacy of the ‘Green Games’, the Authority is responsible for ensuring that the Park’s day to day operations and new developments meet the highest standards of environmental management, as well as overseeing the ongoing environmental challenges of the site.

During 2011–12, the Authority has undertaken the following initiatives to maintain and enrich the Park’s environmental sustainability:

- implemented a continuing program of energy efficiency initiatives, including use of low energy lights and more efficient mechanical devices;
- implemented a noise management plan and activated a network of noise monitoring stations;
- continued treatment of leachate onsite via a bio-remediation system, obviating the need for transfer of the leachate to an off-site treatment facility;
- oversaw the continued compliance of all new commercial and residential developments with stringent environmental standards during design and construction.
Strengthen the Park’s capacity for hosting major events

Sydney Olympic Park’s world-class venues, infrastructure and expertise continue to attract major national and international events, including some of the world’s best entertainment artists. Outstanding management, not only of the Park’s major independently managed venues (ANZ Stadium, Allphones Arena and Sydney Showground), but also of the Authority’s venues, continues to attract major events to Sydney. The Authority continues to support the Park’s capability to attract and retain major events either directly, through facilitating new and upgraded facilities, or indirectly through precinct management and improvement to existing infrastructure such as precinct lighting, traffic management and parking.

During 2011–12, the Authority has undertaken the following initiatives to further strengthen the Park’s ability to attract and retain major events:

- facilitated the delivery of the $65 million Sydney Showground Main Arena refurbishment on time and budget;
- upgraded precinct lighting and car parking facilities;
- improved traffic management and access in support of major events.

Facilitate economic development

More than $1.4 billion in sector investment within Sydney Olympic Park has been approved since the Sydney 2000 Olympic and Paralympic Games. Today the Park plays host to a daily working population of more than 13,000 people employed at 140 organisations located within the Park, together generating well in excess of $1 billion in economic activity for the New South Wales economy annually.

During 2011–12, the Authority has undertaken the following initiatives to further facilitate the Park’s economic development:

- welcomed the first residents to Stage 1 of Australia Towers, the Park’s first residential development, with Stage 2 to proceed to construction in 2013;
- facilitated progress on the completion of two major commercial developments on Parkview Drive and Murray Rose Avenue;
- supported construction of the Park’s first serviced apartment complex, to be operated by Quest on Edwin Flack Avenue;
- assisted in the planning and design for a major commercial development on the corner of Australia and Herb Elliot Avenues.
Improve financial performance
The Authority generates returns on Government investment through property development activity, and through hosting iconic sporting, business and entertainment events which generate significant economic activity; and generates revenue to offset the costs of operating the Park, reducing the cost to Government of Sydney Olympic Park’s operations.

The Authority, through a diverse range of self-generated revenue opportunities, continues to increase the proportion of the Park’s annual expenses met internally, significantly reducing the cost to Government of maintaining the precinct.

During 2011–12, the Authority has undertaken the following initiatives to improve the Authority’s financial performance:

- undertook a range of cost reduction initiatives to meet cost reduction targets;
- undertook a rolling series of equipment upgrades to facilitate long-term savings on maintenance and energy costs;
- investigated innovative cogeneration energy opportunities to realise significant energy savings in the Sydney Olympic Park Aquatic Centre;
- continual review of contract term maintenance services to identify service, contract performance and service delivery savings and improvements.

Link to NSW Plan 2021
The Sydney Olympic Park Authority Corporate Plan is aligned with and directly supports the goals of the State Government’s NSW Plan 2021. Further details of this support can be found on page 26.
In the 11 years since the Sydney 2000 Olympic and Paralympic Games, more than $1.4 billion in development projects have been approved, with more in the planning and approval pipeline.

The continuing private sector investment in the Park underlines the business community’s confidence in the Authority’s ongoing management of the Park and its blueprint for the future, Master Plan 2030.

In addition to the long-term ‘bricks and mortar’ investment by the private sector, the Park continues to generate significant contributions to the New South Wales economy, well in excess of $1 billion dollars annually.

This is generated by major events, such as the Royal Easter Show, major concert events by local and international artists such as Lady Gaga, major conventions and exhibitions at Sydney Showground and Allphones Arena, the significant contribution of professional sporting and athletic events at ANZ Stadium, Allphones Arena and Authority-managed sports venues, plus the day to day economic activity generated by more than 140 organisations which call the Park home.

In addition to generating economic activity, the Park is also a key source of international visitation, with many thousands of visitors travelling interstate or internationally to attend events such as the Royal Easter Show, blockbuster NRL, AFL, ARU and soccer matches, concerts and business events.

In this context, the Australian International Mining Expo (AIMEX) event, held at Sydney Showground, was the largest exhibition to be held in Sydney for many years, and highlighted the Park’s capacity to host the largest and most complex business events.

In addition to contributing approximately 60% of its annual operating cash expenses (excluding depreciation) during 2011-12 through revenue from operations, the Authority remits to NSW Treasury proceeds from land sales.

The Authority generates returns on Government investment through:

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

Financial returns to reduce costs to Government

Although the majority of its funding still comes from the NSW Government, the Authority is contributing an increasing proportion of its annual expenses from a variety of self-generated revenue sources.
Total expenses

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

Current expenditure covers:

- Sydney Olympic Park operations, including maintenance of the Parklands and Parklands education programs;
- the operation of Government-owned sports venues, including the Aquatic, Athletic, Archery, Hockey, Sports Centres and Sports Halls;
- property and asset management, including maintenance of pavements, heritage buildings, community facility buildings, public spaces and roads, landscape maintenance, lighting and public art;
- event management and support, including event security and safety;
- environmental services, including recycled water, remediated land management, and environmental monitoring;
- promoting business events; and
- urban design and town planning, including the implementation of the Sydney Olympic Park Master Plan 2030, building approvals, transport and traffic planning.

It should be noted that depreciation accounts for approximately 42% of total expenses, excluding grants and subsidies. The Authority continues to review assumptions of the estimated useful life of assets to ensure that the depreciation expense is indicative of asset servicing profiles.

The Authority has a detailed management plan to assist future asset replacement and renewal.
Commercial leases and contracts

The Authority generated $12.4 million in rental and recurrent lease-related income. This included revenue from the following tenants and venues:

- ANZ Stadium
- Allphones Arena (formerly Acer Arena)
- Accor Hotels
- Commonwealth Bank of Australia
- Royal Agricultural Society of NSW
- Australian Paralympic Committee
- NSW Police
- NSW Lotteries
- Armory Wharf Cafe
- Cafe in Jacaranda Square
- various arts, community associations and sporting groups.

Payroll and related expenses ratio to revenue was maintained at 64.9% as envisaged in the Business Plan for 2011-12.

Utility Costs have been kept below budget despite substantial increases in costs for both energy and water.

The Authority completed a number of improvements to the venues during the reporting period. These included:

- additional seating in the lower leisure area of the Aquatic Centre;
- installation of LED globes in all Aquatic Centre down lights;
- rollout of timed showers to all public areas;
- variable speed drives installed on all leisure pool filtration pumps of the Aquatic Centre;
- family change room refurbishment and expansion from two to four change rooms within existing footprint of the Aquatic Centre;
- electronic doors replaced manual doors to help conserve energy at Aquatic Centre;
- installation of live energy monitoring system to monitor energy and water usage at the Aquatic and Athletic Centres;
- replacement of public address system user interfaces and control systems;
- AV upgrade in existing meeting rooms to accommodate more fitness classes;
- the addition of pay-tv to the Aquatic Centre leading to future growth and sponsorship opportunities;
- installation of floodlights at Wilson Park;

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

In 2011–12, the Authority continued to operate the Sydney Olympic Park sports venues, returning a consolidated deficit of $4.48 million. This exceeds the budgeted deficit by $380,000.

Revenue during the year grew by 0.5% over 2010–11, but well below budget levels. The venues were negatively impacted by revenue losses arising from tenancy agreements ($160,000), major event cancellations ($185,000) and the effects of poor weather conditions on general entry during the summer and catering operations. Savings in operating expenses reduced the severity of these impacts.
• installation of new dividing curtains in the Sports Centre main arena;
• new sports floor installed in Sports Halls;
• installation of wireless internet infrastructure at the Sports Centre.

The sports venues look forward to continuing success in 2012–13. There are many exciting new opportunities identified in the Business Plan, and they will have a positive impact when implemented.

Car parking

Car parking continues to provide a major source of revenue, reflecting the growing number of people using Sydney Olympic Park.

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

Around 1.8 million vehicles parked on site in 2011–12 and parking revenue was $14.87 million.

Business events

In 2011–12, the Authority continued to work closely with Sydney Olympic Park venues, Government and industry bodies to attract both domestic and international meetings, conferences, special events and exhibitions.

Business events highlights in 2011–12 included:

• the implementation of a new look team-building program which includes activities unique to Sydney Olympic Park;
• announcement as host destination for the 2014 Rotary International Convention; this convention will be held in June 2014 and is expected to attract up to 18,000 delegates and deliver an economic impact of $60.5 million to the State;
• Announcement as host destination for the 2014 IUCN World Parks Congress, a 10-yearly event which provides the major global forum for setting the agenda for protected areas; this event will be held in November 2014 and is expected to attract 3,000 delegates to Sydney Olympic Park.

Overall, the Authority’s business events unit reported strong results in 2011–12. The total number of leads generated was 560, of which 139 were converted into new business for the Park and its venues.

New domestic business secured for Sydney Olympic Park was valued at $2,409,944 (up $298,711 or 14% compared to 2010–11), the third best end of year result since the inception of the business events unit in 2002.

The total dollar value of business events or leads generated in the precinct for 2011–12, including at third party venues is $3,083,929 – The Sydney Olympic Park Authority venues portion is recognised as revenue in the Authority’s financial statement.

Future challenges and direction

During 2012–13, the Authority will continue to focus on increasing revenue from property rents and commercial hiring, estate levies, sponsorship arrangements and car parking, thus contributing further to the self-funding of operations.

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

In driving income sources harder and targeting incremental reductions in Treasury funding, the Authority aims to demonstrate long-term improvement in business performance and sustainability.
Year in review
Sydney Olympic Park is well known as a place to work or study or live, a place to watch a game or catch a concert and a place for playing sport or enjoying the great outdoors amongst the Park’s 430 hectares of Parklands.

However, for thousands of parents across Sydney, the Park is also known as the home of one of the nation’s biggest and best school holiday programs, a relief during school holidays.

The Kids in the Park program has grown to cover more than 50 activities each school holidays, providing a range of diverse activities for children from ages 3 to 17, many of which are free. Activities are as diverse as the Park’s venues, ranging from archery and circus skills to bird watching and learn-to-swim classes.

Kids in the Park isn’t just about keeping children occupied in the school holidays, although it does that very well indeed. More recent programs, such as the writing workshops, have been implemented to teach life skills, which help build kids’ confidence in expressing themselves through the written word.

More adventurous activities are well catered for at the action sport Monster Skatepark and BMX/MountainX track. Here, budding skateboard and BMX stars can get tuition from professional instructors in a safe and structured environment, in the best such facility in Australia.

Kids in the Park is one program that’s a hit not only with children, but with their parents as well. The very high numbers of parents who enrol their kids year after year attest to that success.
Sea Eagle’s special delivery

The Park’s world-famous breeding pair of Sea-Eagles returned once again in July to produce a single egg, continuing a three-year program of successfully raising offspring within the Park and delighting their millions of fans worldwide.

Nesting in the Newington Nature Reserve, the pair have been the star of their own reality television program, dubbed ‘Eagle Cam’, streaming images and video out to the web.

In 2009, the pair successfully raised a single hatchling and in 2010 achieved the rare feat of raising two chicks successfully. In 2011, the pair laid a more typical single egg and have commenced the months-long process of incubating the egg and raising their chick to the point where it can make its own way in the world and set up its own territory.

The nesting area has been under night and day video surveillance by Sydney Olympic Park Authority and Birds Australia, ensuring that researchers and the Park’s environmental specialists can continue to observe the Sea-Eagles in close-up without disturbing them.

Their activities have proven a major hit with bird enthusiasts worldwide, with the online audience for their activities growing each year. ‘Eagle Cam’ footage has attracted millions of hits online and the birds have also featured on a number of news reports each year.

The images and video have also been streamed to the thousands of visitors who watched the action live from the Birds Australia Discovery Centre in Newington Armory, greatly helping educate the population about the activities of these magnificent birds.

Premier chooses Park to announce vision for Western Sydney

NSW Premier Barry O’Farrell chose to outline his vision for the future at Sydney Olympic Park, the gateway to Western Sydney. Speaking at the annual Western Sydney Business Connection State of the Region address on 28 July, the Premier outlined a renewed focus on Western Sydney.

The WatervieW in Bicentennial Park provided the perfect venue for a detailed, comprehensive and lively speech by the Premier, who highlighted the important part that Western Sydney plays in the greater New South Wales economy, with the region generating more than $80 billion in gross regional product.

As part of his speech, the Premier highlighted the importance of Sydney Olympic Park to the region, particularly in ensuring quality transport links to the 6,000 events of all kinds held here. A keen sports fan, Premier O’Farrell noted that he often travels to the Park by train, so he has a personal interest in ensuring that event transport is easy and effective.

The Premier had previously visited the Park in June to address members of the Sydney Olympic Park Business Association, speaking on the importance of the Park to Sydney and his vision for the Park’s future.
High altitude training facility opened

Sydney Olympic Park Aquatic Centre is the home of some of Australia’s finest swimmers, who use the world-class facilities on offer to hone their skills for national and international competitions.

Now the Aquatic Centre boasts a world-first: a high altitude training facility that allows swimmers to replicate the conditions found at higher altitudes, where the oxygen content in the air drops due to lower pressure.

At altitude, the number of oxygen molecules in every litre of air drops because of the reduction in pressure, so the lungs work harder to inhale enough oxygen to deliver to the muscles.

To train in such conditions has previously required Australia’s elite swimmers to travel overseas to acclimatise their bodies to the very different conditions encountered.

The time and costs involved have been significant and have driven the NSW Institute of Sport to develop a new method of delivering the capability to our swimmers.

The answer is a floating transparent tent which covers swimmer’s lanes, where some of the oxygen is replaced by nitrogen, replicating the conditions found at high altitude.

A slightly reduced pressure keeps the tent sealed to the water’s surface, ensuring conditions inside the tent are maintained at the desired level to replicate any altitude desired.

It was estimated that the entire development costs for the facility, a world-first, are less than the costs of four overseas high altitude training camps, and the facility is available year round; yet another reason that the Sydney Olympic Park Aquatic Centre remains the home of Australia’s elite swimmers.
India Australia Friendship Fair builds close bonds

Sydney Olympic Park has once again provided the venue for the India Australia Friendship Fair, one of the largest gatherings of members of the Indian community outside the sub-continent, with more than 10,000 people flocking to the Sydney Olympic Park Athletic Centre on Sunday 14 August to attend the 17th annual fair.

Visitors were treated to a diverse showcase of Indian dance, music, food and crafts, plus displays by a variety of businesses on show, highlighting the growing links between the Indian and Australian economies.

As it is one of the biggest community festivals on the events calendar, the Park’s event team is heavily involved in planning for the day, providing additional staff to manage traffic and transport, parking and visitor assistance.

The India Australia Friendship Fair attracts a significant number of VIP visitors, including representatives from all three levels of government and members of the diplomatic community, adding an additional level of complexity to an already busy day.

None of this planning and preparation was evident to the more than 10,000 visitors and participants, who were free to enjoy the day, secure in the knowledge that their day would be a success, thanks to the organisers of the Fair and the Sydney Olympic Park events team.

Arts and artists make Armory come alive

Since its inception in 2005, the Artists at the Armory residential and studio hire program has provided an opportunity for more than 140 artists from Australia and 15 other countries to develop their art practice.

In 2011–12, the Authority issued 22 studio and residency licences to sculptors, ceramicists, printmakers, filmmakers, painters and glass and installation artists.

This included outstanding young graduates from the National Art School such as sculptor Adam Galea, highly regarded local ceramicist and long-term studio hirer Szilvia György, and internationally recognised artists such as Tevita Havea and Simon Maberley, both of whom use glass as an expressive and sculptural medium.

All four of the artists mentioned, along with 17 others who have participated in the Armory’s artistic program, featured in EXCAVATION: The Armory Exhibition 2012, which showcased the quality and diversity of work done by Armory artists. It opened in the Armory Gallery on 16 July 2012 and ran through until 19 August 2012.
September

AIMEX is Australia’s largest exhibition of the year

Sydney Olympic Park played host to Australia’s largest ever trade show, which was held in over four days from 6–9 September.

AIMEX 2011 was one of the world’s top mining exhibitions, spreading over 11 venues, equating to more than 50,000 square metres of exhibition space.

The event, held at Sydney Showground, built on the boom in the nation’s mining industry, attracting more than 600 exhibiting companies to the Park, making it the biggest in AIMEX’s history.

The logistics of hosting massive mining equipment highlighted the versatility of the Showground as a venue and the close working relationship the Authority and the venues share in delivering major events.

Sydney Showground engineers ensured that heavy machinery that is rarely permitted by traditional exhibition venues was accommodated. Eight cranes weighing up to 200 tonnes each were used to mount machinery onto metal plates to evenly distribute the weight and protect the venue floor structure. Other machinery was transported into the venues in multiple pieces by crane and then assembled.

To ensure that all oversized machinery was off the roads by 5am during the bump-in and out, Australia Avenue was transformed into an exhibitor queuing bay and Grand Parade was used as an oversized vehicle holding bay and second loading dock, requiring close consultation with the Authority.

The Dome, with a ceiling height of 42 metres, showcased drill rigs, a 143-tonne mining truck and numerous double-storey stands offering visitor hospitality. The interconnecting exhibition halls, the Howie, Badgery and Charles Moses pavilions, extended the show by housing exhibitors showing off the latest in mining technology.
Hall of Champions welcomes new inductees

Five outstanding athletes were inducted into the NSW Hall of Champions, located within the Sydney Olympic Park Sports Centre, by the NSW Minister for Sport, the Hon Graham Annesley MP on 22 September.

The five athletes, Layne Beachley (surfing), Rex Johnston (lawn bowls), Andrew Johns (rugby league), Michael O’Loughlin (Australian Football) and Brad McGee (cycling), all reached the pinnacle of their chosen sports and are considered to represent the best of Australian sporting achievement.

The NSW Hall of Champions honours sportsmen and women dating from 1876 to the present, with 336 athletes representing 50 different sports honoured.

At the same event, Rugby League legend John Raper was inducted into the NSW Hall of Legends.

The Hall of Champions, located within the Sports Centre, is open seven days a week and displays a wide variety of sports memorabilia honouring the State’s greatest sportsmen and women.

Operation Art

Operation Art, a state-wide visual arts exhibition featuring artworks of students from Kindergarten to Year 10, was launched by Premier Barry O’Farrell on Saturday 10 September at the Armory Gallery in Sydney Olympic Park.

It was a full house on the day as a 4,000 strong crowd flocked to the gallery to appreciate the creativity and imagination displayed in the children’s artistic works.

The Armory Gallery, located within the historic Newington Armory precinct, has a floor area of 500m² and boasts the longest uninterrupted gallery wall in Australia, making it the ideal venue for the event, which features over 700 works of art.

The exhibition takes place over a month, with 50 of the works then displayed at the Art Gallery of NSW prior to becoming part of the permanent collection at The Children’s Hospital at Westmead.

Operation Art is a major highlight on the Park’s artistic calendar and a firm favourite with the public.
The inaugural Youth Eco Summit (YES) was hosted at Newington Amory on 17–20 October 2011. The key aims of the event were to showcase student/school achievements in sustainability; develop student leadership and engagement in sustainability; and network schools, teachers and students with sustainability educators and agencies.

YES was delivered through the inter-agency collaboration of Sydney Olympic Park Authority, NSW Department of Education & Communities (Western Sydney Region and NSW Curriculum Learning Innovation Centre) and University of Western Sydney.

YES was a unique, curriculum-based sustainability event with a comprehensive hands-on workshop program, a sustainability expo and a careers hub, effectively linking students and teachers with a huge range of sustainability resources and experts from industry, government, community agencies and academia. The summit provided a platform for schools to showcase and share innovative sustainability projects and achievements.

Some 2,000 students from 45 schools took part on site over two days’ while a further 1,200 students from 27 schools from across the State participated via video conference sessions, ensuring that distance was no bar to sustainability.

The success of the inaugural Youth Eco Summit has ensured that all of the event’s major partners and providers are committed to supporting a bigger and better YES for 2012.

The NRL Grand Final is played between Manly and the Warriors at ANZ Stadium in front of 82,000 fans, with the Sea Eagles too good for the New Zealanders, running in convincing winners at 24–10.

The Festival of St Marks is celebrated by 1,200 members of the Australian Coptic Orthodox faith in the Sports Centre’s Arena, highlighting the versatility of the Park’s oldest venue, which is celebrating its 27th year of operation.
Warm-up Arena grandstand and shelter

The Sydney Olympic Park Athletic Centre’s Warm-up Arena has undergone a major upgrade with the construction of a pergola-style shaded seating area and installation of a 200-seat grandstand and surrounding seating tiers.

The project involved the construction of the commercial grade pergola which maintained the aesthetic appearance of the Warm-up Arena, the reconstruction of seating modules and construction of a landing area in front of the grandstand leading on to the track to complement the overall structural design.

The result has seen a major increase in the capabilities of the Warm-up Arena, delivering improved services to the facility’s users, in particular children, and providing protection from the elements, which was lacking before the completion of this project.

The shaded seating area and grandstand now provide the Warm-up Arena with a unique design and enhancement welcomed by the wide range of organisations that make use of the facility.

Thanks to the generosity of the Royal Agricultural Society of NSW, which donated the seating for the project, the Warm-up Arena’s new grandstand and shelter were built at a much lower cost than would otherwise be the case, with money saved being used to expand the scope of the works to ensure an even better outcome for the venue’s patrons.

Park’s gateway gets major upgrade

Australia Avenue, the primary approach to Sydney Olympic Park’s town centre, has undergone a significant, $2.6 million upgrade to improve the traffic flow for all Park users, particularly those arriving for major events and during the morning business peak.

A critical gateway into the Park, Australia Avenue allows entry for patrons who travel from the north, south and east via the Homebush Bay Drive roundabout.

The upgrade works include improving the Homebush Bay Drive roundabout to dual carriageway and widening Australia Avenue to include an additional inbound lane.

In addition to improved vehicle access, pedestrians have been provided with improved access along the western side of Australia Avenue. The Authority will continue to monitor and manage traffic flow into and through the Park, with further traffic improvements planned to accommodate the Park’s rapid expansion in traffic numbers.

25,000 people flock to ANZ Stadium for the FIFA World Cup Asian Qualifier match between Oman and Australia. The Socceroos defeated the visitors 3-0 to take their next step on the long road to the finals in Brazil in 2014.

The Festival of Cycling sees thousands of riders converge on Cathy Freeman Park for a wide range of cycling-related activities.

FDC commences construction on a 6,000m² commercial building at 7 Murray Rose Avenue.
Sports Centre hosts historic AFL draft

The Sydney Olympic Park Sports Centre has hosted many momentous events in the more than a quarter century since it opened; however, on 24 November it played host to another ‘first’: the first AFL Player Draft to be held in New South Wales and only the second to ever be held outside Victoria.

The event was part of the build-up to the first season of the AFL’s newest team, the Greater Western Sydney Giants, an appropriate association, as the Giants will be closely linked with the Park for many years to come, playing home games at the Showground Stadium Main Arena and training within the Park.

The draft is considered to be the AFL’s second largest event in terms of public interest outside of the Grand Final, drawing over 400 staff, players and management from the 18 AFL Clubs to Sydney Olympic Park and substantial media and public interest.

The Giants received 11 of the first 14 player picks as the AFL strives to build the competition’s newest team into a force to be reckoned with in coming seasons.

The Sports Centre provided the event with the ability to host 1,500 viewing seats within the Main Arena, with an Australia-wide audience following all the action live on Fox Sports.

A big day for the AFL, but just another busy day in the Sports Centre’s crowded schedule of events.
As the Park’s popularity grows, the traffic passing through the suburb has also grown, to a point well in excess of that envisioned when Sydney Olympic Park was first conceived almost two decades ago.

The increase in the Park’s daily population, together with increased congestion on the roads surrounding the Park, has seen traffic flows increase as well, a greater challenge when major events are in full swing.

To deal with the growth in traffic and further increases expected in the future, the Sydney Olympic Park Authority is undertaking a series of major upgrades to road access into and out of the town centre.

A key element of the upgrades is the installation of traffic lights at the corner of Edwin Flack and Birnie Avenues, a major congestion point, particularly in the afternoon peak.

The Authority commenced work to install traffic lights to better manage the intersection, which is a key exit point from the town centre’s southern reaches out onto Parramatta Road, as well as servicing the busy Carter Street industrial area lying between the Park and Parramatta Road.

This $700,000 project supports the continued growth of the Park as Sydney’s major event precinct now and into the future.

Wilson Park Stadium upgrade is recycling in action

Wilson Park, located on the Parramatta River adjacent to Silverwater Road, consists of a multi-use sports field, currently marked for rectangular field games such as rugby union, rugby league and soccer, other amenities and a community use area.

To meet demands for grandstand seating and shade while holding costs down, the Authority hit upon a novel strategy of recycling in action, all thanks to innovative thinking and a cooperative approach between the Authority and the Royal Agricultural Society of NSW (RAS).

The redevelopment of the Sydney Showground Main Arena allowed the Authority to acquire the seats from two demolished stands at no cost, thanks to the generosity of the RAS. Some of these seats were removed and relocated to Wilson Park, providing seating for 450 people.

To provide shade for the new seating, a large bus shelter earmarked for demolition from the area in front of the Sydney Olympic Park Sports Centre was relocated to Wilson Park, at a fraction of the cost of building a new shelter on site.

The result has been a substantial upgrade of Wilson Park’s spectator amenities for a quarter of the price of building new facilities, plus the adaptive reuse of existing but no longer needed facilities to new uses.
A decade of wetlands education and training

The Authority has been offering unique professional development and vocational courses under its Wetland Education and Training (WET) Program since 2002.

Over the last 10 years, it has delivered two main modes of hands-on workshops covering repair, maintenance, protection and conservation of wetlands: one for wetland practitioners and the other for secondary school teachers.

In that time, 32 workshops have been run for 816 Australian and New Zealand wetland practitioners, plus more than 100 NSW teachers.

These courses have been delivered by leading ecologists, planners and academics, providing contemporary theory and outdoor field studies.

An emphasis on practical application and real-world problem-solving has seen WET workshops attract strong representation from relevant industries and growing support from various local and state government agencies along the east coast of Australia.

WET workshops directly draw on the Authority’s expertise and experience managing the Park’s stunning 175 hectares of freshwater and estuarine wetlands.

The intensive workshop program employs experiential learning techniques, with participants exploring the ‘Living Laboratory’ of the Park’s wetlands.

There is a strong emphasis on sustainable management approaches in the context of budgetary and resource constraints in ever-changing working environments.

The Authority’s WET program is the longest serving program of its kind in the wetlands industry.
Telstra 500 V8 Supercar event thrills spectators

Sydney Olympic Park resounded to the booming roar of V8 racing engines contesting the final round of the V8 Supercars championships at the Telstra 500 event around the Park’s town centre.

From 2–4 December, the V8 Supercars took over the Park, with major road closures in place to create a tight and challenging street circuit enclosing the Showground, Allphones Arena and ANZ Stadium.

Organisers reported a successful event across three days, including two nights of concerts at ANZ Stadium, culminating in the reforming of iconic Australian rock band Hunters and Collectors to perform on the Saturday night.

On the track, the racing was close and frantic, with a significant number of incidents due to the unforgiving circuit. The weekend saw Craig Lowndes emerge as the Telstra 500 2011 winner, while Jamie Whincup sealed his third V8 Supercar Championship.

Armory Gallery is the Park’s versatile art venue

The Armory Gallery, located within the Newington Armory precinct, has come a long way from its origins as a naval ammunition storage facility.

Today, Newington Armory is the epicentre of the Park’s artistic programs, hosting both the Artists at the Armory residency and studio hire program and the Armory Gallery.

The 500m² gallery building boasts the longest hanging wall in the State, which is essential when it needs to accommodate over 700 artworks at a time, as it does when it hosts Operation Art, a state-wide exhibition of artworks made by school children.

The high ceilings and solid construction of the gallery also come in handy when called upon to host major contemporary art installations, such as the water-based and new media exhibits featured in the Memory Flows exhibition or the solar-powered, experimental and sustainable artworks that made up the Buffer Zone exhibition.

Whatever the demands of an artist, the Armory Gallery rises to the challenge. This versatile WWII-vintage building can take whatever the art of today throws at it.

Sydney Showground plays host to the Bass Control dance party featuring nine international and 30 local DJs from midday to midnight.

The Sydney Olympic Park Aquatic Centre plays host to the NSW Grand Prix swimming event over two days.

ANZ Stadium stages the KFC Twenty20 match between Sydney Thunder and the Adelaide Strikers, with the Melbourne Renegades too good on the day, winning by 6 runs.

ANZ Stadium stages the KFC Twenty20 match between Sydney Thunder and the Adelaide Strikers, with the Melbourne Renegades too good on the day, winning by 6 runs.
January

8–14

The world’s top tennis players gather at the Sydney Olympic Park Tennis Centre for the APIA International Sydney Tennis Tournament. More than 86,000 attend over the seven days of competition.

17

The Sydney Olympic Park Aquatic Centre plays host to an international water polo match between Australia and the United States.

Park’s first residents move in

January 2012 marked a major milestone in the Park’s continuing evolution from a major events precinct to a diversified suburb, with the arrival of the Park’s first permanent residents.

The completion of the 216 apartments which make up Australia Towers’ Stage 1 allowed the first residents to move into their new homes in late January, a key step in realising the vision of the Park laid out in the Sydney Olympic Park Master Plan, which envisages the Park as home for 14,000 permanent residents by 2030.

The success of Australia Towers, with the majority of units sold before construction commenced, has encouraged the developer, Ecove, to press ahead with construction of Stage 2.

Stage 2 will include the completion of shared facilities such as underground car parks and services, which will also support the development’s third stage. When both Stage 2 and Stage 3 are complete, Australia Towers will support a mix of more than 800 units.

The success of Australia Towers and the obvious demand for high quality residential property in Sydney Olympic Park have stimulated a number of existing long-term leaseholders to consider the redevelopment of their current industrial-style premises into residential apartments buildings as contemplated under Master Plan 2030.

Australia Towers is the first in a growing wave of residential developments which will further transform the Park in coming years.
Movies by the Boulevard is a box office hit

The Park’s much loved free summer movies program, Movies by the Boulevard, now in its 11th season, continues to entertain record numbers of families every year.

The 2012 summer program included a range of movies, from family favourites such as ‘Red Dog’ and ‘Cars 2’ to action and adventure fare such as ‘X-Men First Class’ and ‘Pirates of the Caribbean – On Stranger Tides’ through to world movies, playing over 12 nights from 12 January.

An initiative of the Sydney Olympic Park Authority, Movies by the Boulevard helps to increase cultural opportunities for members of the community and has proven particularly popular with families from surrounding suburbs such as Auburn, Lidcombe, Newington and Wentworth Point, plus attracting people from even further afield.

The free movie program that makes up Movies by the Boulevard is officially Australia’s best-attended outdoor cinema series on a nightly basis and has entertained hundreds of thousands of people since its inaugural season.

For many years, the Authority has teamed up with a charity to support its good works in the community. This year, the Starlight Foundation was the nominated charity partner; for a gold coin donation they provided children’s entertainment activities before the start of eight of the 12 nights’ screenings.

The Starlight Foundation works to brighten the lives of seriously ill and hospitalised children and their families throughout Australia.

3,000 kids make the TRYathlon a success

Almost 3,000 kids aged from 7 to 15 took part in the annual Sanitarium Weetbix Kids’ TRYathlon through the Park on Sunday 29 January.

The Sydney Olympic Park event kicks off a national series of TRYathlons around Australia and features a mini-triathlon involving a swim leg in the Sydney Olympic Park Aquatic Centre, a bike leg through the Park and a run to the finish line in the Sydney Olympic Park Athletics Centre.

For 7 to 10-year-olds the distances are a 100m swim, a 3km cycle and a 500m run, while 11 to 15 year-olds undertake stages of 200m, 6km and 1km respectively. There are no placings or times kept, with every participant receiving a medal.

2012 marks the 14th year for the TRYathlon and the eighth year that the event has been held at Sydney Olympic Park, with the event a major attraction on the Park’s summer events schedule.

The TRYathlon involves significant work for the Park’s event team, with numerous roads through the site being closed to traffic for the duration of the event.
In February 2011, the Authority commenced rolling out specific education opportunities for disadvantaged school and TAFE student groups to encourage wider community participation and equitable access to Sydney Olympic Park’s education programs.

One year on, the program has been an unqualified success. Over 500 participants from 17 schools and six TAFE groups have participated in the first year. These groups have included rurally-based indigenous students, remote country students, students with physical and intellectual disabilities, migrant groups and vocational access students.

This scheme, entitled Parklands 4 Learning (P4L), provides disadvantaged students free and subsidised access to a range of programs across our Parklands and world-class venues.

Deemed disadvantaged due to low socio economic status, welfare issues, isolation or disability, participants can enjoy new experiences during their time in the Park including archery, a trip to the Aquatic Centre, a tour of ANZ Stadium or wetlands-based science and geography excursions.

To maximise these special opportunities, the Authority has partnered with South Western Sydney Institute of TAFE, NSW Department of Education & Communities’ Country Areas Program and Priority Schools Program, Disability Services and a range of non-government organisations including Galston Rotary.
Sydney Olympic Park announced as Sydney’s home of athletics for three years

The NSW Minister for Sport, The Hon Graham Annesley MP, travelled to the Athletics Centre on 17 February to announce that Sydney Olympic Park has been selected to host a number of major athletics competitions over the next three years.

Speaking on the eve of the 2012 Sydney Track Classic, Minister Annesley announced that the Sydney Track Classic (2013–2015), the Australian Junior Athletics Championships (2012, 2014 and 2015) and the Australian Athletics Championships for 2013 will all be held in the Park.

Minister Annesley was joined at the announcement by several elite athletes competing at the 2012 Sydney Track Classic, including Dani Samuels (Australia) – former discus world champion, Stephanie Brown-Trafton (USA) – reigning Olympic discus champion, and David Rudisha (Kenya) – 800m world champion and world record holder.

The Park’s successful bid for these events was coordinated between Sydney Olympic Park Authority and Destination NSW and will ensure that the Sydney Olympic Park Athletic Centre continues to be the home of athletics for the next three years.

Park hosts first Twenty20 International

A record crowd witnessed the first-ever international cricket match at the Park when India played Australia in the KFC Twenty20 series at ANZ Stadium on 1 February.

The match attracted 59,659 fans to ANZ Stadium, setting a new record for the largest crowd to watch a single day’s play of international cricket in NSW, eclipsing an 84-year-old record set at the Sydney Cricket Ground.

Attracting a passionate, noisy crowd, the match saw Australia (4/174) defeat India (6/140). The summer also saw four very successful domestic Twenty20 matches played at ANZ Stadium.

The success of the Twenty20 format, together with the success of ANZ Stadium as a cricket venue, will see international and domestic Twenty20 matches played at the Park for many years to come.

20
Opera Australia commences rehearsals at the Sports Centre for its production of La Traviata for Opera on the Harbour. The ambitious production’s rehearsals take over the Hall of Legends from 20 February to 13 March.

22
Michael Kenny is appointed as the new Chief Executive Officer of the Royal Agricultural Society of New South Wales. Mr Kenny is the former Chief Executive of the Sydney Turf Club, where he held the position for 10 years.

25–28
The Home and Giving Fair attracts almost 20,000 visitors over four days to the Sydney Showground Dome and Exhibition Halls.

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The seventh annual ARTEXPRESS at the Armory exhibition was launched on 5 March with an enthusiastic audience of 600 people attending to view over 500 individual art objects created by 69 outstanding Higher School Certificate visual arts students from throughout NSW. The theme of ARTEXPRESS at the Armory 2012 was ‘Tracing the landscape: impact and habitation, highlighting bodies of work that investigate the natural and built environment from the students’ perspective.

The exhibition explored issues associated with environmental concerns, urban aesthetics and ways in which individuals physically experience and respond to their surroundings.

In another record-breaking achievement for the Park, overall attendance over the exhibition’s two-month run exceeded 12,500 people, including more than 2,500 school students, highlighting the exhibition’s capability to inspire future artists and the growing popularity of this signature Sydney Olympic Park event.

ARTEXPRESS makes an impact

The Armory Gallery is particularly suitable for hosting the ARTEXPRESS at the Armory exhibition; boasting the largest hanging wall in the State, the 500m² Gallery provides the capability to accommodate the largest and most diverse artworks in a unique setting, located within the heritage-listed Newington Armory precinct.

Planning is already underway for ARTEXPRESS at the Armory 2013, ensuring that this signature arts event continues to grow and develop in line with the Park.
The Greater Western Sydney Giants received a warm welcome to the AFL Premiership race, with a bruising encounter at the hands of cross-town rivals the Sydney Swans in front of almost 40,000 fans at ANZ Stadium.

The AFL’s newest team helped kick off round 1 of the 2012 AFL championship with a local derby against the Sydney Swans, who travelled from their eastern suburbs base to meet the Giants at the gateway to Western Sydney, Sydney Olympic Park.

The Park will become familiar territory for opposing AFL teams, who will be travelling to the refurbished Sydney Showground Stadium, (to be renamed Skoda Stadium on game days) for the Giants’ home games.

The Stadium will hold up to 25,000 fans in game configuration and is scheduled to host six Giants matches in the Giants debut season.

The Giant’s will be hoping for better results at their new home ground, following a 100–37 defeat at the hands of the Swans on their first run out at Sydney Olympic Park.

Many hands make light work of clean-up

Large stretches of mangroves at Sydney Olympic Park were freed of rubbish thanks to the remarkable efforts of 61 volunteers, who collected over 1 tonne of unsightly waste for Clean Up Australia Day.

A total of 300 bags were filled across two events, a Business Clean Up Day on Tuesday 28 February at Haslams Creek and Haslams Reach and a Community Clean Up Day on Sunday 4 March at Bicentennial Park.

Volunteers consisted of local businesses including Commonwealth Bank Australia, Sydney Olympic Park Authority, Accor Hotels, local residents and a few from a further afield, including a father and son hailing from America, all deciding that Sydney Olympic Park’s mangroves would provide a unique experience for Clean Up Australia Day.

Participants braved heat and humidity to remove rubbish, mainly plastic bottles and packaging, lodged in mud or amongst the mangroves, which can hamper mangrove growth, trap or entangle wildlife and pollute waterways.

Rubbish that gathers at these locations is carried into these waterways from road runoff and storm water drains in the upstream areas through Auburn and Strathfield local government areas.

Sydney Olympic Park’s athletes make Australia’s 2012 Olympic Team. Six Sydney Olympic Park Aquatic Centre swimmers are selected for the 2012 Australian Olympic Team:

- World champion James Magnussen (100m Freestyle and 50m Freestyle);
- Daniel Arnamnart (100m Backstroke);
- Jayden Hadler (100m Butterfly and 200m Individual Medley);
- Daniel Tranter (200m Individual Medley and 400m Individual Medley);
- Jessica Ashwood (800m Freestyle); and
- Eamon Sullivan (50m Freestyle).
April

Sydney Royal Easter Show is the year’s biggest event

Confirming its iconic status as Australia’s largest annual event, the 2012 Sydney Royal Easter Show attracted more than 810,000 visitors across 14 days of events, rides, exhibitions and competitions.

The Easter Show is a major undertaking for the Park, not just in numbers of patrons, but in duration, stretching across 14 days, from early morning until late at night.

In addition to the Show, the Park’s normal activities continue apace. These include major events such as NRL games, sporting and entertainment events and the usual activities which encompass a suburb and a major economic centre.

The huge daily numbers passing through the Park highlight the benefits of a purpose-designed major events precinct, with the Good Friday crowds attending the first day of the Show plus a major NRL game exceeding 120,000 people.

The size of the Sydney Royal Easter Show presents special challenges for the Park’s events team. Fortunately the team has many years of hard-won experience in ensuring that the Park continues to operate efficiently throughout the Show’s two-week run.

In addition to being the largest annual event to be held in Australia, the Sydney Royal Easter Show is a major boost to the State’s economy, generating over half a billion dollars of economic activity for New South Wales each year.

1

The first of a series of free concerts, River Rhythms, featuring a range of musical styles, takes place on Newington Armory Wharf every Sunday in April.

15

Thousands of urban music fans flock to ANZ Stadium for the Supafest Hip Hop music festival, featuring a range of local and international artists.

21

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Bengali New Year celebrations draw large crowds

Boishaki Mela, the annual Bengali New Year celebrations, continues to attract large crowds to the Sydney Olympic Park Athletic Centre.

Now in its sixth year at the Park, this major community festival, held on Saturday 21 April, saw more than 12,000 people taking advantage of excellent weather to take part in a major celebration of Bengali food, arts, dance and culture.

The annual event is the largest and most exciting event for the Bengali Community of Sydney and is organised by the community group Bangabandhu Council Australia.

Sydney Olympic Park’s Athletic Centre management and the Park’s event team have worked closely with organisers since the event first moved to the Park in 2006, ensuring a close working relationship which in turn delivers an outstanding event for the Bengali community.

Boishaki Mela is not the only major community event held at the Park. The Islamic Community’s Eid Prayers, the India Australia Friendship Fair, the Pakistani Basant Kite Festival, the Movies by the Boulevard free outdoor film festival, the River Rhythm’s series of free concerts in Blaxland Riverside Park and numerous art exhibitions in the Armory Gallery all attract major community interest.

The Authority’s significant support for these events underlines its continuing commitment to the wider community.

Park plays host to historic first visit by Lebanese president

The Park was the site of a historic first, when the President of Lebanon, Michel Sleiman, addressed 600 members of Sydney’s Lebanese community at WatervieW in Bicentennial Park on 18 April during the first-ever visit to Australia by a Lebanese President.

The President was visiting Australia to promote a new law which allows Lebanese expatriates to apply for dual Australian/Lebanese citizenship, also allowing for people of Lebanese descent born abroad to apply for Lebanese citizenship.

A visit to the Park by a head of state is a rare event, only taking place on a handful of occasions in the last decade.

President Sleiman was full of praise for the event and the venue; in particular the location of WatervieW, set within Bicentennial Park, commenting that he was surprised to find such a lush and tranquil setting in the heart of a thriving city.

The Park’s Accor hotels (Novotel, Ibis and Formule 1) replace plastic room access cards with new cards made from wood as part of their Planet 21 ecological initiative. The new cards are recyclable while remaining as effective as the plastic ones they replace.

The Sydney Olympic Park Aquatic Centre plays host to the 23rd final series of the National Water Polo League.
Stadium upgrade completed on time and on budget

A massive upgrade of the Sydney Showground Stadium was opened by the Premier, Barry O’Farrell, on Wednesday 23 May, following a year-long $65 million dollar refurbishment.

A combined project of the NSW Government, the Royal Agricultural Society of NSW and the AFL, the refurbishment saw the construction of new and refurbishment of existing stands, the installation of Australia’s largest electronic scoreboard, improved player, corporate and media facilities and a new playing surface, providing an outstanding venue for the people of New South Wales.

Sydney Olympic Park Authority was heavily involved in the project, from assisting in the initial planning and approvals process, to representing the NSW Government as the project was brought to fruition.

In addition to playing host to home games of the AFL’s Greater Western Sydney Giants, the Stadium will also continue to form the centrepiece of the annual Royal Easter Show, plus host a wide range of major events including the annual Soundwave and Big Day Out music festivals.

The project was completed on time and on budget, despite an unseasonably wet summer, just in time for the first home game for the Giants on Saturday 26 May, where almost 12,000 fans watched the Giants outplayed but not outclassed by competition leaders Essendon 119–53.

The Monster BMX course plays host to the Sydney BMX Club Racing Day, with riders of all ages competing in a series of club races.

The Australian Gymnastics Championships take place over 12 days at the Sydney Olympic Park Sports Centre.
Filming in the Park

Sydney Olympic Park provides a diverse mix of landscapes, from bushland and open space to dense urban streetscapes and multi-story car parks, all of which make the Park a delight for film makers.

The Authority provides significant support for filming requests, aware of the value of filming to the State’s economy, be they television commercials, movie shoots, and film shoots for series or short documentary films.

A typical request may involve filming a music video, a fashion photo shoot, a new car commercial, a scene from an ongoing television series or supporting a full feature film shooting.

All of these requests are provided with support by the Authority, with Rangers, road closures, appropriate access and a myriad of other forms of assistance provided as a matter of course and at minimal cost.

In 2011–12, the Authority facilitated a total of 24 film requests, which helped contribute to the NSW economy.

This is in addition to the many hundreds of requests to the Authority to facilitate news crews conducting live crosses, interviews and news reports from events within the Park.

Taken together, it means Sydney Olympic Park features in a wide range of film and photo shoots, even though the magic of film may mean you don’t recognise it.

Bicentennial Park: weddings, parties, anything!

The 40 hectares of rolling gardens and scenic vistas that make up Bicentennial Park have long been a favourite of families and social groups, drawn by the combination of location, scenery and tranquillity on offer.

In recent years, however, Bicentennial Park has grown in popularity as a place for weddings, wedding photography and wedding receptions. Bridal couples are not only taking advantage of the lush surrounds of Bicentennial Park as a venue and backdrop for their special day, but are combining all three activities on the one site.

For many couples, the day begins with the wedding ceremony held amongst the trees and rolling vistas of Bicentennial Park, with guests moving on to the reception, with WatervieW in Bicentennial Park proving a particularly popular venue, while the Bridal party has its wedding photos taken within the Park before joining the guests at the reception.

This has the advantage of minimising the logistics of moving people from place to place, with the wedding venue, photographic sites and the reception all being within easy walking distance.

In 2011–12, Bicentennial Park was the venue for over 100 weddings, while WatervieW in Bicentennial Park hosted over 280 wedding receptions, numbers that are sure to increase in years to come, as the number of enquiries and forward bookings attests.
June

Massive regional playground opens

Blaxland Riverside Park Regional Playground was opened by Minister Graham Annesley on 1 June, signalling the completion of work on Sydney’s largest and most diverse public play space.

Elevated with views over the Parramatta River, Blaxland Riverside Park Regional Playground spreads over three hectares and offers 12 play environments, including a double flying fox, a mega-swing, tunnel slides, tunnels, a scramble wall, a spinning play-disc, play mounds, a giant climbing web, and a viking swing.

The final stage of the $7 million project adds a huge multi-level tree house, a sandpit and the largest water play facilities in the State, plus additional amenities including a kiosk, 138 additional car spaces and new picnic tables, shade structures and public amenities.

Speaking at the opening, Minister Annesley praised the work of the Authority and the many companies who had developed and delivered the Park’s newest attraction on budget.

Blaxland Riverside Park Regional Playground has been opened in stages to meet growing public demand for quality open space and recreational facilities as Sydney grows, with Stage 1, comprising the original playground equipment, opening in 2011.

Based on enthusiastic comments from children attending the opening, the Regional Playground will prove a big hit with children of all ages.

10

The finest archers in NSW converge on the Sydney Olympic Park Archery Centre for the State Short Course Archery Championships.

22

Taking time out from hosting a wide range of sports, the Sydney Olympic Park Sports Centre becomes the venue for the ‘I came so far’ Comedy Tour.
Sydney Olympic Park turns blue

Sydney Olympic Park was alive on State of Origin II night as fanatical footy fans flooded to the Park to witness the NSW Blues defeat the Queensland Maroons on Wednesday 13 June.

The night’s electric atmosphere was not contained inside ANZ Stadium, spilling out across the Park’s public areas thanks to support from Sydney Olympic Park Authority.

Confirming Sydney Olympic Park as the home of the Blues, the Authority turned the Park blue with lighting effects throughout the suburb including blue floodlighting in the Olympic Park rail station and mounting giant blue projection screens on the façade of ANZ Stadium.

Other Authority initiatives included providing live music, live graffiti art and beat boxing and food stalls, all contributing to the experience for the 83,000 fans who cheered the Blues to a well deserved 16-12 victory over their northern rivals.

Helping to ramp up the excitement, adoring fans had the opportunity to cheer on their team as the Blues Team bus was escorted along Olympic Boulevard before the game kicked off.

Yet again, the support which Sydney Olympic Park Authority provided to improve the experience of event goers highlights the suburb’s role as the nation’s premier major events precinct.

The Park’s public transport services once again worked perfectly, allowing the tens of thousands of fans to flow in and out of the Park quickly and safely, ensuring the focus for the night was where it should be: on the game.

Park’s education team has students in focus

Through the introduction of video conferencing technologies, the Authority is reaching more students than ever before with cutting edge education programs.

In partnership with the NSW Department of Education and Communities Rural and Distance Education (RDE), the Authority has piloted live education broadcasts and video-making activities around various major events held on site.

At the 2012 Sydney Royal Easter Show, cameras followed school students and their award winning steers through their preparation, showing and auction phases.

Video conference sessions broadcast from the inaugural 2011 Youth Eco Summit enabled an additional 1,200 students from 27 schools across NSW to participate via their connected classrooms.

The Sydney Telstra 5000 education broadcast provided the opportunity for 1,800 students from remote rural NSW to interview V8 Supercars’ drivers Craig Loundes, Rick Kelly, Nick Percat and Shane Van Gisbergen.

The Authority’s video conference outreach programs are now delivering the rich learning opportunities of the Park, beamed directly into classrooms across the State.

This unprecedented level of access and participation is all part of the Authority’s socially inclusive education initiative: The Connected Parklands Project.

Sydney Olympic Park is announced as the site of the 2014 Rotary International Convention, which will involve 18,000 delegates and which will bring over $60 million to the NSW economy.

More than 500 people take part in the annual 24 Hour Swimathon, raising money for Multiple Sclerosis, at the Sydney Olympic Park Aquatic Centre.

NSW Sports Minister Graham Annesley visits Sydney Olympic Park Athletic Centre to announce increased funding for the Australian team in their quest for gold at the London 2012 Paralympic Games.
State of Environment Report
Sydney Olympic Park Authority seeks to set a high standard of environmental performance, and works to continually improve the sustainability of Sydney Olympic Park and the business activities of the Authority.

This State of Environment Report provides an overview of the Authority’s management practices and performance in relation to its immediate environmental responsibilities, and meets the environmental reporting requirements set out in the Sydney Olympic Park Authority Act 2001. Reporting is based around the eight key environmental issues identified as affecting Sydney Olympic Park. The Authority’s operations and new Park development projects are also addressed.

The report also adopts the sustainability reporting framework of the Global Reporting Initiative (GRI: www.globalreporting.org), formalising the Authority’s reporting to an international standard.

Water

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

- The Water Reclamation and Management Scheme (WRAMS) produces recycled water from sewage and stormwater; this recycled water is used for irrigation, ornamental fountains, and toilet flushing across all of the Park’s sports and entertainment venues, office buildings and apartments, as well as homes in the adjacent suburbs of Newington and Wentworth Point.

- Stormwater from buildings and roads is harvested into water storage ponds and is used to irrigate park areas, landscapes and sports fields, and also feeds into the WRAMS water recycling system.

- Separate metering enables the water consumption of individual components (such as fountains) within the public domain to be monitored, and leaks identified or operating regimes adjusted.

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

- Potable water is typically only used for kitchens, showers and hand basins, and by the sports venues in swimming pools and to provide the correct surface moisture for artificial turf on hockey playing fields.
**Energy**

Sydney Olympic Park’s buildings and facilities are designed to maximise the use of renewable energy, and minimise energy consumption and greenhouse gas emissions.

- A computerised operating system maximises energy efficiency within the public domain by controlling public area lighting, artwork lighting and water feature operation. This system gives flexibility in lighting program operation, enabling close control of operating times and lighting levels to suit the level of public activity in a particular place, on a particular night, at a particular time.
- Audits of the Park’s energy consumption have identified areas of high energy usage, which are being prioritised for introduction of energy conservation measures.
- Energy-efficient light fittings are being progressively installed in the over 1,500 streetlights and 5,000 car park lights across Sydney Olympic Park as part of a long-term drive to reduce energy consumption, greenhouse gas emissions and costs.
- Solar power is generated and fed into the grid at the ‘towers of power’ along Olympic Boulevard, and at the Ausgrid Education Centre (Building 46). Solar-power is also used in remote areas of the Park to operate leachate pumps, pathway lights and car park ticket dispensers.

**Sustainable materials**

Sustainable, recycled and recyclable materials are used wherever practicable in new developments, asset refurbishment and maintenance programs. Use of materials that deplete natural resources or that create toxic pollution in their manufacture, use or disposal is minimised or avoided, and whole-of-life impacts are considered.

- These principles are embedded in the Authority’s Urban Elements Design Manual and Park Elements Design Manual, which identify approved performance standards, styles and materials for park infrastructure and furniture.
- Park furniture made from wood composites is used in selected applications. Made from waste wood fibre mixed with recycled (milk bottle) plastics, the material is promoted as an alternative to hardwoods, with no requirement for painting or oiling.
- Temporary event overlay, including marquees, stages, fencing, tables and chairs, audio and lighting equipment is hired rather than purchased, to reduce storage area requirements and to avoid idle resources during non-event periods.
Waste

The Authority’s Waste Reduction and Purchasing Plan (WRAPP) sets out how the Authority will manage and reduce waste in four key areas – paper products, office equipment and components, vegetation material, and construction and demolition material – as identified in the NSW Government Sustainability Policy.

• Over 600 waste bins and 30 butt bins are installed across the Park’s public domain, and additional bins are deployed during events. Commingled waste from these bins is sorted off site for recycling. The current resource recovery rate is approximately 83%, and of all of the commingled containers sorted, 100% are fully recycled.
• Green waste generated by landscape maintenance is reused as mulch wherever possible.
• Construction waste is source-separated for recyclables including concrete, soil, asphalt, timber, bricks, glass, and metals where possible.
• Leachate from the Wilson Park landfill is treated on site in a bioremediation system, which minimises the need for transfer to an off-site treatment facility.
• Stormwater sediments, including material trapped in litter booms, gross pollutant traps, and dredgings, cannot be recycled due to high levels of contamination and is therefore sent to licensed landfill.

Transport

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

• The Park is well-serviced by train, bus, and ferry networks.
• There are 35 kilometres of shared bike paths and cycleways, with connections to regional bike routes. Bike racks are provided throughout the Park.
• An integrated ticketing system is implemented by Transport NSW for certain major events attracting large numbers of people; patrons can catch public transport to the event as part of their event ticket.
• Developers of new office buildings at the Park must prepare a workplace travel plan for each building as a condition of development consent.
Pollution control

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

- Stormwater runoff generated within Sydney Olympic Park is filtered through gross pollutant separation units and constructed wetlands to reduce the concentration of suspended solids and nutrients before discharge to creek systems.
- Stormwater litter booms are installed across three creeks that traverse the Park to capture litter originating upstream.
- Ten remediated landfills covering 105 hectares of the Park and predominantly containing domestic and industrial waste and demolition rubble dating from the 1950s to the 1970s are managed to protect human health and the environment. Most leachate generated by these landfills is transferred to a nearby liquid waste treatment plant; leachate from Wilson Park is treated in an on-site bioremediation system operated by the Authority.
- The Authority is the ‘appropriate regulatory authority’ for major event noise at Sydney Olympic Park, and operates a number of fixed noise monitoring stations across the Park.

Biodiversity

Approximately 300 hectares (almost half of the Park) provide habitat for threatened species, protected marine vegetation and endangered ecological communities, which are all protected under State or Commonwealth legislation.

- A Biodiversity Management Plan guides the Authority in stewardship of the biodiversity assets under its care and in compliance with environmental legislation. Ten ‘priority’ species and communities are of particular conservation significance and are the focus of specific management and monitoring.
- The Authority manages the estuarine wetlands and forest of the 48-hectare Newington Nature Reserve on behalf of and in close consultation with the National Parks and Wildlife Service.
- All areas of high biodiversity value are under an active habitat management program implemented by qualified bush regenerators. Targeted pest control programs are implemented for foxes, cats, feral bees and Gambusia.
- Water levels in over 65 constructed freshwater ponds and the estuarine Waterbird Refuge are actively managed to support wildlife use and wetland health. A cyclic draining program is applied to a subset of the 22 habitat ponds in Narawang Wetland each year to promote frog breeding and recruitment.
- Populations of the saltwater mosquito are managed to reduce nuisance levels. A bacterial larvicide is strategically applied to the Park’s estuarine wetlands in a program guided by the University of Sydney Department of Medical Entomology.
- Boardwalks, pathways, and the aerial Brickpit Ringwalk provide visitor access to ecologically-sensitive areas whilst ensuring their protection. Contractor access and maintenance works are restricted in certain areas during peak breeding seasons.
Public open space

The public open space of Sydney Olympic Park provides opportunities for sport, leisure, arts, cultural and educational programs and activities, and for the conservation and protection of flora and fauna. It includes the 430-hectare ‘Parklands’ as well as green space, pocket parks and plazas within the emerging Township.

- The Parklands are identified in the Sydney Olympic Park Authority Act 2001 and managed by the Authority in accordance with the statutory provisions of the Parklands Plan of Management (2010). There are over 2.7 million visitors to the Parklands annually.
- Extensive visitor facilities including playgrounds, picnic areas and amenities are provided in four main locations—Bicentennial Park, Blaxland Riverside Park, Wentworth Common and Cathy Freeman Park. An extensive network of pathways provides opportunities for walking and cycling throughout the Park.
- The values and fabric of the Park’s heritage places and landscapes are actively maintained and promoted. Heritage places are Newington Armament Depot and Nature Reserve and the Olympic Cauldron at Sydney Olympic Park (both listed on the NSW State Heritage Register in 2011), as well as the Vernon buildings and gardens of the former NSW State Abattoir, and buildings from the former State Brickworks.
- The ‘Icons Walk’ self-guided tour allows visitors to follow in the footsteps of sporting greats and provides the facts behind the Park’s many cultural, entertainment and sporting attractions. The restored ‘Heritage Train’ takes visitors through the historic Newington Armory. Ecological interpretation signs installed across the Park showcase its ecological values.

Authority operations

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

- The Authority’s head office building has a 4.5 star NABERS rating (as built), and a 4 Greenstar rating from the Green Building Council of Australia. The building has dual plumbing, with recycled water used for toilet flushing. The temperature of office common rooms is set with consideration of energy usage. New kitchen or office appliances typically meet a minimum 4-star water and energy rating.
- Sydney Olympic Park Authority and its sports venues are active participants and Bronze members in the Sustainability Advantage program run by the Office of Environment and Heritage, and the Authority also coordinates a cluster of participating local businesses.
- The Authority’s corporate passenger fleet has a high proportion of small vehicles with high fuel efficiency, and includes one petrol/electric hybrid vehicle. Petrol-fueled vehicles use E10 fuel blends; diesel fuel is used in three commercial vehicles.
- Alternative transport offered to Authority staff to minimise vehicle use includes golf buggies, a ‘Gator’ and bicycles. The Authority’s office building offers 21 bicycle racks for staff use, along with additional showers. The Authority encourages staff to walk to meetings within the Park where practical, and promotes walking as healthy exercise for staff and visitors.
- The majority of office printers are multi-functional devices, able to create double-sided and multi-page prints. Paper with recycled content is preferentially used for print and copying tasks. Toner cartridges and used office paper are recycled; obsolete and redundant computer computers, printer cartridges, laptops, televisions and tower servers are donated for reuse or recycled.
• Externally printed documents and marketing materials are printed on recycled paper using vegetable-based inks where possible. Electronic rather than printed media are increasingly being used for these documents – for example, releasing the Authority’s Annual Report online rather than printed saves more than 50 reams of paper.

• Contractors play a key role in the operation and maintenance of Sydney Olympic Park. Over 40 service contracts deliver works including landscape maintenance, waste management, cleaning, bush regeneration, building and infrastructure management, feral animal management, tree services, irrigation, and road maintenance. Works specifications define contract environmental management responsibilities, and environmental performance is considered in tender assessment. Contractors must conduct an environmental risk assessment prior to commencing works, and undertake an environmental induction if working in sensitive areas. Performance is assessed throughout the contract term, to promote high standards and continual improvement.

• Extensive environmental education and training programs target students, adults, and Authority staff and contractors

### Park development

Venues and facilities built for the Sydney 2000 Olympic and Paralympic Games were designed with a strong focus on ecologically sustainable development principles, with particular emphasis on energy and water conservation features, and sustainable material selection. Post-Olympics, many older sports and commercial buildings within the precinct have been connected to the recycled water system, thereby reducing potable water consumption across the Park.

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

• land use zoning comprising mixed-use development, public recreation, environmental conservation, environmental management, national parks and nature reserves, infrastructure and neighbourhood centres;
• environment and heritage conservation;
• building sustainable development objectives, including minimum 4 to 5 stars under the Green Building Council Australia rating scheme and 4.5 star NABERS energy rating, and connection to recycled water;
• transport and traffic controls, including travel management, car parking restrictions and provision for bicycle infrastructure.
Environmental performance\(^1\) and new initiatives

**Water**

724,019 kilolitres of recycled water were produced in the WRAMS plant.

287,300 kilolitres of recycled water and 879,611 kilolitres of harvested stormwater were used in the public domain and sports venues.

40,671 kilolitres of potable water were used in the public domain and 176,071 kilolitres in the sports venues.

**Energy**

8,765,671 kilowatt hours of electricity were used in the public domain, and 8,691,094 kilowatt hours in the sports venues.

7,576 megajoules of natural gas were used in the public domain, and 46,854 gigajoules by the sports venues.

2,490,281 tonnes CO\(_2\) equivalent of greenhouse gas emissions were produced due to gas and electricity consumption, and 998 tonnes were saved through the purchase of greenpower.

65,610 kilowatt hours of solar power generation were supplied to the grid.

220 lights in the P2 car park were relamped – 250W conventional globes were replaced with 70W LED street lights, with an anticipated energy saving of 173,000 kilowatt hours per year.

Changes made to the timing of the coach parks and car park lighting during both ‘Non-event Mode’ and ‘Events Mode’ have created energy savings of approximately 75kW per hour of operation.

**Materials**

New undercover spectator seating at the Wilson Park sportsfield reuses unwanted grandstand seating (donated by the Royal Agricultural Society of NSW), and roofing salvaged from a demolished bus shelter.

Over 2,500 lineal metres of recycled hardwood timber were used in building the new Blaxland Riverside Park treehouse and kiosk.

8,000 cubic metres of recycled sandstone were used in construction of the new Blaxland Riverside Park playground.

**Waste**

392 tonnes of comingled waste were collected from the public domain, and 592 tonnes were collected from the sports venues. 83% of this waste was recovered for recycling and all sorted containers were recycled.

36,053 kilolitres of leachate from the Park’s landfills was transferred to a liquid waste plant for treatment, and 3,517 kilolitres were bioremediated on site.

377 tonnes of green waste not able to be reused as mulch were disposed of to a licensed facility.

100% of steel and 93% of concrete generated in various capital works and maintenance projects was recycled.

139 tonnes of stormwater litter and sediment generated on site were disposed to landfill.

561 tonnes of stormwater litter and sediment generated upstream were captured at entry to Sydney Olympic Park and disposed to landfill.

533 kg of litter generated upstream and collected from Haslams Creek and Powells Creek by Clean Up Australia Day volunteers were sent for sorting and recycling.

New litter bins and butt bins were installed in the public domain as newly-constructed office and residential buildings became occupied.

Water bottle refilling stations were installed at Blaxland Riverside Park, to provide an alternative to the use of disposable plastic water bottles.

**Transport**

91 trains, 211 buses and 40 ferries serviced Sydney Olympic Park each weekday.

The first whole-of-park travel survey was conducted, to identify the travel to work patterns of people working at Sydney Olympic Park and to identify any transport issues.

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\(^1\) Environmental performance data relate to the period 1 January 2011 to 31 December 2011.
55% of major event patrons travelled by bus, train or coach.

895,000 cyclists visited the Park.

Pollution

450 kilolitres of treated leachate were discharged to the Parramatta River from the Wilson Park bioremediation system in accordance with licence conditions.

77,805 kilolitres of reverse osmosis retentate was discharged from the WRAMS recycled water plant in accordance with licence conditions.

48 stormwater litter baskets were installed in roadside stormwater drains that flow directly to local waterways.

A four-year, multi-million dollar works program has commenced at the P3 car park to address subsidence issues of the car park floor and to install a new gas drainage system.

A Noise Management Plan is being developed to provide the guidelines for managing major event noise within the precinct.

Biodiversity

Six out of 10 of the Park’s ‘priority’ species and communities were assessed as being in ‘good’ condition (Green and golden bell frog, Sydney turpentine ironbark forest, Coastal saltmarsh, Mangrove forest, Swamp oak floodplain forest, Bush birds), one in fair condition (Microchiropteran bats) and three in poor condition (White-fronted chat, Migratory shorebirds, Latham’s snipe).

116 bird species were recorded in the annual spring census, being 62% of all species recorded in the Park since 2000. 44 bird species were recorded breeding in the Park throughout the year.

200 hectares of ecologically-sensitive land was managed by contractors with bush regeneration qualifications and expertise, with over 10,000 hours of works conducted in these habitats, and 32,425 new habitat plantings installed.

People around the world watched a pair of White-bellied Sea-eagles nesting and raising young within Newington Nature Reserve on a webcam installed by BirdLife Discovery Centre.

773 volunteer hours were donated by members of the Cumberland Bird Observers Club, Frog and Tadpole Study Group and Australian Herpetological Society to undertake ecological monitoring programs.

A team of post-doctoral, postgraduate and undergraduate students are continuing a comprehensive research project entitled: ‘Building sound ecological restoration strategies for endangered amphibians’. The Australian Research Council Linkage project is targeting the endangered Green and golden bell frog, and is being undertaken by the Authority and the University of Newcastle, in partnership with the University of Sydney, the South Australian Museum, Strathfield Council, the Roads and Traffic Authority, and the Office of Environment and Heritage.

Public open space

Sydney Olympic Park is 640 hectares in size – of which 95 hectares (15%) are ‘parklands’ recreational public open space, 24 hectares (4%) are town centre recreational public open space (18%), and 312 hectares (49%) are wetland, grassland or forest habitat accessible by boardwalks or pathways.

2.7 million people visited the Parklands throughout the year, being 27,800 people per hectare of ‘parklands’ recreational public open space.

The core parklands visitation areas (Bicentennial Park, Wentworth Common and Blaxland Riverside Park) are generally full to capacity on most weekends.

A new three-hectare regional playground was opened at Blaxland Riverside Park. This contains 12 different play experiences for all ages and abilities and includes a treehouse and waterplay, a flying fox and tunnels, a kiosk, amenities, barbeques and parking.

A new Conservation Masterplan for the Newington Armament Depot and Nature Reserve has been submitted to the NSW Heritage Office for approval.

Four buildings on the Brickpit floor associated with the former NSW State Brickworks were stabilised and weatherproofed, and public tours conducted in conjunction with World Environment Day 2012.
Park development
A new five-storey A-grade commercial building constructed by the GPT Group at 5 Murray Rose Avenue has achieved a design rating of 5+ stars from the Green Building Council of Australia. The building is connected to WRAMS recycled water, utilises energy-efficient lighting and extensive solar power, and includes generous bike parking facilities for both tenants and visitors.

Sydney Olympic Park Authority operations
224,868 kilowatt hours of electricity were used in the Authority’s office, equating to 1,130 kilowatt hours per full-time equivalent (FTE), and 113 kilowatt hours per square metre of floor space. 232 tonnes CO₂ equivalent of greenhouse gas emissions were generated.

Light fittings in the main meeting rooms and the reception area were changed to LEDs to reduce power use; the resultant spares will be used to replace base building lights.

Approximately 131,400 passenger vehicle trip kilometres were travelled by Authority staff for business purposes, generating 30.5 tonnes CO₂ equivalent of greenhouse gas. The Authority vehicle passenger fleet achieved an ‘environmental performance score’ of 12.0.

1,606 reams of A4 white paper (17 sheets per FTE per day) were used in Authority offices.

33,335 students from 401 schools participated in one of the 32 curriculum-based education programs offered.

Five major park maintenance term contracts were reviewed and retendered to ensure continual improvement of service delivery and value for money. These contracts were for: public area lighting, unit pavement, irrigation network and pumps, tree services and stormwater systems.

The Authority’s operational staff participated in environmental training programs in erosion and sediment control, and in environmental legislation and due diligence.

A program of external environmental audit of the Authority’s works projects was conducted. Environmental protection and pollution control practices at Authority worksites across the Park were reviewed, with feedback provided to project managers on any areas requiring improvement.

2,300 kilograms of greenhouse gas emissions were saved by the Park’s security contractor (Australian Concert and Entertainment Services) by including a solar-powered motorbike and a biodiesel-fueled ute in its Park patrol fleet.

343 contractors working at the Park received environmental induction training.

720 visiting delegates attended various Technical Insight Tours showcasing the Authority’s environmental management strategies.

Environmental incidents
Environmental incidents due to Authority activities or otherwise occurring within the Park are reported to the Authority Board, and, where required, to relevant regulatory authorities. Significant environmental incidents occurring over the period 1 July 2011 to 30 June 2012 were:

• There were several incidents of sediment-laden water flowing into the Park’s waterways, from both upstream of the Park and from private construction sites within the Park. These were reported to the appropriate regulatory authorities.

• A number of buildings and structures within the Newington Armament Depot and Nature Reserve heritage precinct were sprayed with graffiti.

• A waterbird mass mortality event occurred in March, with approximately 40 birds found dead or dying around the perimeter of the Waterbird Refuge. The likely cause was botulism poisoning, which periodically occurs in warm weather on shallow eutrophic waterbodies around the country.

• Outbreaks of Myrtle Rust (a plant fungus disease) were identified in February at several locations within the Park.
Future directions

Sydney Olympic Park is continuing to grow and evolve. In 2011, there were 9.5 million visitors to the Park (up from 8.8 million in 2010), 188 major event days with over 5,000 patrons (up from 176 days in 2010), and continued growth of residential and working populations within and adjacent to the Park. This drives greater energy and water use, higher waste generation, and increased pressure on ecological systems and public open spaces.

The Authority is actively addressing these pressures as the Park continues to grow. Future key sustainability directions include:

• investigating the feasibility of a cogeneration plant at the Sydney Olympic Park Aquatic Centre, to reduce the energy demand for venue electricity, water filtration and pool heating.
• staged introduction of wetland bioremediation treatment systems for each of the Park’s landfills, to avoid the need for off-site leachate treatment and disposal.
• development of a stormwater management strategy for the southern catchments of the Town Centre, and a development control plan addressing stormwater management from new developments across the Park.
• continued staged replacement of existing public area lighting with energy-efficient fittings.
Intercepting stormwater pollutants

Sydney Olympic Park Authority has installed 48 new stormwater litter-collection baskets in roadside stormwater pits at Sydney Olympic Park. The baskets trap gross pollutants including plastic drink bottles and cigarette butts, and prevent them from entering local wetlands and waterways.

The Park has an extensive network of pipes and drains for the collection, transfer, recycling and discharge of stormwater from more than 2,000 roadside stormwater pits and from building roofs. The vast majority of roadside pits are connected to 39 stormwater gross pollutant traps of various types and capacities. Some of these can capture a staggering 13,000 kg of rubbish each year, and collectively they capture approximately 127,000 kg. Rubbish captured by the traps includes plastic drink bottles, discarded cigarette butts, and leaf litter.

Approximately a hundred of the roadside stormwater pits are not connected to a gross pollutant trap, but drain straight to the Park’s ecologically-sensitive aquatic habitats. It is in these pits, located in high-priority areas of Bicentennial Park, the Tennis Centre and P6 Car Park, that baskets have been installed.

Clean Up Australia Day

Large stretches of mangroves at Sydney Olympic Park were cleaned of rubbish thanks to the remarkable efforts of 61 volunteers, who collected over one tonne of unsightly waste for Clean Up Australia Day 2012.

A total of 300 bags were filled across two events – a Business Clean Up Day on Tuesday 28 February at Haslams Creek, and a Community Clean Up Day on Sunday 4 March at Powells Creek in Bicentennial Park.

Volunteers comprised staff of local businesses (including Commonwealth Bank Australia, Sydney Olympic Park Authority and Accor Hotels), local residents, and a few from a further afield, including a father and son hailing from America, all deciding that Sydney Olympic Park’s mangroves would provide a unique experience for Clean Up Australia Day.

With the sun shining on both dates, participants braved the heat and the humidity to remove rubbish, mainly plastic bottles and packaging, that was lodged in mud amongst the mangroves. Such rubbish can hamper mangrove growth, trap or entangle wildlife and pollute waterways. Rubbish that gathers at these locations is carried into local creeks from road runoff and stormwater drains upstream of the Park, in the Auburn and Strathfield local government areas.

Sydney Olympic Park Authority has installed storm water booms to collect this rubbish and keep it out of the Park’s habitats. Unfortunately, during heavy rain or wind the rubbish overtops the booms and enters the Park.
**Energy-efficient lighting**

Sydney Olympic Park Authority is progressively installing energy-efficient light fittings across Sydney Olympic Park as part of a long-term drive to reduce energy consumption, greenhouse gas emissions and costs.

The ongoing program has already resulted in a new light-emitting diode (LED) luminary being developed and installed to fit within 66 existing light fittings at Cathy Freeman Park, Station Square and the Yulang.

From October to December 2011, a re-lamping initiative of the P2 car park was conducted. 250 watt conventional globes in 220 lights were replaced with 70 watt LED street lights, with an anticipated energy saving of 173,000 kilowatt hours per year.

A by-product of the P2 car park works is a marked gain in illumination, contributing to an improvement in visibility levels and consequently safety.

The P1 car park has previously undergone similar works to those of the P2 car park, benefiting from the installation of approximately 2,200 new light fittings in lieu of an older version, resulting in a 22% reduction in electricity consumption.

**Roost and nest boxes**

Artificial roost boxes installed across the Parklands are proving successful, with the first records of their occupation by microbats.

Bat roost boxes were installed in Newington Armory adjacent to Newington Nature Reserve two years ago, and it is not unusual for new boxes to be unoccupied for up to five years. However just two years later, several of these boxes are now occupied by Goulds Wattled Bats and Lesser Long-eared Bats. Roost boxes are an important supplement to habitat for biodiversity, particularly in places where tree plantings are immature and tree hollows (that can take over a hundred years to develop) are in short supply.

Eight boxes sized to suit the Red-rumped parrot have recently been installed at Archery Park and Newington Armory, following sightings of this species nesting in hollows in old piers in Homebush Bay. These are being monitored for signs of occupation.
**Sustainability advantage**

Organisations at Sydney Olympic Park have committed to improving their environmental performance by participating together in a business sustainability program.

Sydney Olympic Park has its own cluster of organisations that are part of the program focused on managing environmental risk, using resources more efficiently, reducing the organisation’s triple bottom line and enhancing corporate reputation.

The cluster is facilitated by Sydney Olympic Park Authority, which not only participates in the program, but also recruits other companies to sign up to the cause.

One program participant, Accor’s Sydney Olympic Park Hotels, has recently taken its commitment to a whole new level as the first to debut a more environmentally sustainable key card. The Pullman, Novotel and Ibis hotels launched the key card, made from wood harvested from certified responsibly managed forests, in late April 2012. The Sofitel Melbourne was the only other Accor Hotel in Australia to introduce the card. The new cards are as effective as their plastic counterparts and can break down naturally if disposed of in landfill.

Other program participants in the Sydney Olympic Park business cluster of Sustainability Advantage Program include the Commonwealth Bank, the Royal Agricultural Society and the NSW Department of Sport and Recreation.

The Sustainability Advantage Program is a statewide initiative of the NSW Government and the Office of Environment and Heritage, which to date has helped over 500 businesses to boost their sustainability.

**Staged weed removal and habitat replacement**

Extensive stands of *Lantana camara* are being progressively replaced with native species in a long-term program that aims to eliminate the shrubby weed from the Brickpit by 2018.

Over 1,000 square metres of lantana have been removed from the Brickpit in the past year, and 9,800 native plants have been installed to replace lost habitat. Bush regenerators abseiled down cliff walls to remove lantana from some hard-to-reach areas.

Since the program commenced in 2003, more than 6,000 square metres of lantana have been removed and over 42,000 replacement plantings installed.

Lantana is a listed noxious weed and its control is a legal requirement; however, it provides an important refuge for bush birds such as wrens, finches and honeyeaters, giving them protection from predators and aggressive bird species. Bush birds are a priority species group at Sydney Olympic Park and are actively managed for conservation. Lantana removal must be staged over many years to avoid significant loss of their habitat.

Native plant species with a similar growth form to lantana and enough resilience to survive the skeletal soils of the Brickpit have been planted as replacement habitat. Each planting stage must grow into functional habitat before further weed removal occurs, to ensure minimal overall loss of habitat. The volume of vegetation removed in any one year is dependent on the success of previous plantings and the current distribution of target bird species as indicated by monitoring programs.
Monitoring has shown that bush birds are beginning to utilise native plantings installed between 2003 and 2007 that replicate the height and depth of the original weedy vegetation. Bird breeding events have been recorded, early plantings are now producing seed and generating natural recruitment, and in time these will become self-sustaining communities.
Financial information
SYDNEY OLYMPIC PARK AUTHORITY
Financial Statements for the Year Ended 30 June 2012

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 2012 and financial performance for the year then ended.

2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2010, the Treasurer's Direction and the directives of the Financial Reporting Code.

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

M Knight AO
Chairman
25 September 2012

A Marsh
Chief Executive Officer
25 September 2012
INDEPENDENT AUDITOR’S REPORT
Sydney Olympic Park Authority

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Sydney Olympic Park Authority (the Authority), which comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and statement of cash flows, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Authority as at 30 June 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the Public Finance and Audit Act 1963 (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

The Board’s Responsibility for the Financial Statements

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

Auditor’s Responsibility

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

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

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

My opinion does not provide assurance:

- about the future viability of the Authority
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements
- about the assumptions used in formulating the budget figures disclosed in the financial statements.

Independence

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

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

Signed

Sally Boden
Director, Financial Audit Services
27 September 2012
SYDNEY

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### Statement of comprehensive income for the year ended 30 June 2012

<table>
<thead>
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#### Expenses excluding losses

**Operating expenses**
- Employee related: 2(a) - - - 36
- Personnel services: 2(b) 25,495 24,290 23,605 23,605
- Other operating expenses: 2(c) 53,148 53,470 56,130 56,814
- Depreciation and amortisation: 2(d) 52,810 51,039 51,443 51,443
- Grants and subsidies: 2(e) 25,000 25,000 20,035 20,035

**Total Expenses excluding losses**: 156,453 153,799 151,213 151,933

#### Revenue

**Recurrent Appropriation**: 3(a) - - 50,461 50,461
**Capital Appropriation**: 3(a) - - 8,665 8,665
**Asset sale proceeds transferred to the Crown Entity**: (2,004) (377) (53) (53)
**Sale of goods and services**: 3(b) 38,690 36,283 36,924 36,924
**Investment revenue**: 3(c) 10,975 9,345 11,129 11,169
**Retained taxes, fees and fines**: 3(d) 646 460 530 530
**Grants and contributions**: 3(e) 72,297 70,884 1,372 472
**Other revenue**: 3(f) 4,277 1,430 3,481 3,481

**Total Revenue**: 124,881 118,025 112,509 111,649

**Gain/(loss) on disposal**: 4 1,645 1 (15) (15)
**Other gains/(losses)**: 5 28,963 28,963 27,330 27,330

**Net result**: 20 (964) (6,810) (11,389) (12,969)

**Other comprehensive income**
- Net increase/(decrease) in property, plant and equipment asset revaluation surplus: 11 5,259 - 31,725 31,725

**Total other comprehensive income**: 5,259 - 31,725 31,725

**TOTAL COMPREHENSIVE INCOME**: 4,295 (6,810) 20,336 18,756

* Parklands Foundation Ltd was formally deregistered on 1 September 2011. There are no transactions in 2012. As a result, there’s no consolidation this financial year, this column is shown for comparative information only.

The accompanying notes form part of these statements.
## Sydney Olympic Park Authority

### Statement of financial position as at 30 June 2012

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<td>Reserves</td>
<td></td>
<td>625,012</td>
</tr>
<tr>
<td>Accumulated funds</td>
<td></td>
<td>1,208,224</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td></td>
<td>1,833,236</td>
</tr>
</tbody>
</table>

* Parklands Foundation Ltd was formally deregistered on 1 September 2011. There are no transactions in 2012. As a result, there’s no consolidation this financial year, this column is shown for comparative information only.

The accompanying notes form part of these statements.
## Sydney Olympic Park Authority

### Statement of changes in equity for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accumulated Funds $’000</td>
</tr>
<tr>
<td>Balance as at 1 July 2011</td>
<td>1,208,567</td>
</tr>
<tr>
<td>Net result for the year</td>
<td>(964)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
</tr>
<tr>
<td>Net increase/(decrease) on revaluation of:</td>
<td></td>
</tr>
<tr>
<td>Land and buildings</td>
<td>11</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>11</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>11</td>
</tr>
<tr>
<td>Total net increase in revaluation of assets</td>
<td>-</td>
</tr>
<tr>
<td>Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement</td>
<td>621</td>
</tr>
<tr>
<td>Total other comprehensive income</td>
<td>621</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>(343)</td>
</tr>
<tr>
<td>Transactions with Owners In their capacity</td>
<td></td>
</tr>
<tr>
<td>Increase / (decrease) in net assets from equity transfers</td>
<td>22</td>
</tr>
<tr>
<td>Balance at 30 June 2012</td>
<td>1,208,224</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accumulated Funds $’000</td>
</tr>
<tr>
<td>Balance as at 1 July 2010</td>
<td>1,221,265</td>
</tr>
<tr>
<td>Net result for the year</td>
<td>(11,389)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
</tr>
<tr>
<td>Net increase/(decrease) on revaluation of:</td>
<td></td>
</tr>
<tr>
<td>Land and buildings</td>
<td>11</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>11</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>11</td>
</tr>
<tr>
<td>Total net increase in revaluation of assets</td>
<td>-</td>
</tr>
<tr>
<td>Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement</td>
<td>1,043</td>
</tr>
<tr>
<td>Total other comprehensive income</td>
<td>1,043</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>(10,346)</td>
</tr>
<tr>
<td>Transactions with Owners In their capacity as Owners</td>
<td></td>
</tr>
<tr>
<td>Increase / (decrease) in net assets from equity transfers</td>
<td>22</td>
</tr>
<tr>
<td>Balance at 30 June 2011</td>
<td>1,208,567</td>
</tr>
<tr>
<td>Notes</td>
<td>Accumulated Funds $’000</td>
</tr>
<tr>
<td>-------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Balance as at 1 July 2010</td>
<td>1,222,845</td>
</tr>
<tr>
<td>Net result for the year</td>
<td>(12,969)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
</tr>
<tr>
<td>Net increase/(decrease) on revaluation of:</td>
<td></td>
</tr>
<tr>
<td>Land and buildings</td>
<td>11</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>11</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>11</td>
</tr>
<tr>
<td>Total net increase in revaluation of assets</td>
<td>-</td>
</tr>
<tr>
<td>Asset Revaluation Surplus transferred to Accumulated Funds resulting from assets retirement</td>
<td></td>
</tr>
<tr>
<td>Total other comprehensive income</td>
<td>1,043</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>(11,926)</td>
</tr>
<tr>
<td>Transactions with Owners In their capacity</td>
<td></td>
</tr>
<tr>
<td>Increase / (decrease) in net assets from equity transfers</td>
<td>22</td>
</tr>
<tr>
<td>Balance at 30 June 2011</td>
<td>1,208,567</td>
</tr>
</tbody>
</table>

* Parklands Foundation Ltd was formally deregistered on 1 September 2011. There are no transactions in 2012. As a result, there’s no consolidation this financial year, this column is shown for comparative information only.

The accompanying notes form part of these statements.
Sydney Olympic Park Authority

Statement of cash flows for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual 2012</td>
<td>Budget 2012</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Personnel Services</td>
<td>(23,613)</td>
<td>(24,290)</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>(25,000)</td>
<td>(25,000)</td>
</tr>
<tr>
<td>Other</td>
<td>(65,640)</td>
<td>(63,037)</td>
</tr>
<tr>
<td>Total Payments</td>
<td>(114,253)</td>
<td>(112,327)</td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent appropriation</td>
<td>3(a)</td>
<td>-</td>
</tr>
<tr>
<td>Capital appropriation</td>
<td>3(a)</td>
<td>-</td>
</tr>
<tr>
<td>Asset sale proceeds transferred to the Crown Entity</td>
<td>(2,004)</td>
<td>(377)</td>
</tr>
<tr>
<td>Sale of goods and services</td>
<td>46,868</td>
<td>43,745</td>
</tr>
<tr>
<td>Retained taxes, fees and fines</td>
<td>646</td>
<td>460</td>
</tr>
<tr>
<td>Interest received</td>
<td>2,647</td>
<td>1,623</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>70,297</td>
<td>68,237</td>
</tr>
<tr>
<td>Cash Transfers to the Consolidated Fund</td>
<td>(94)</td>
<td>(94)</td>
</tr>
<tr>
<td>Other</td>
<td>16,953</td>
<td>14,504</td>
</tr>
<tr>
<td>Total Receipts</td>
<td>135,313</td>
<td>128,098</td>
</tr>
<tr>
<td><strong>NET CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td>20</td>
<td>21,060</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of development right</td>
<td>4</td>
<td>2,348</td>
</tr>
<tr>
<td>Purchases of land and buildings, plant and equipment and infrastructure systems</td>
<td>(16,637)</td>
<td>(19,054)</td>
</tr>
<tr>
<td><strong>NET CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td>(14,289)</td>
<td>(17,053)</td>
</tr>
<tr>
<td><strong>NET INCREASE/(DECREASE) IN CASH</strong></td>
<td></td>
<td>6,771</td>
</tr>
<tr>
<td>Opening cash and cash equivalents</td>
<td>47,531</td>
<td>47,531</td>
</tr>
<tr>
<td><strong>CLOSING CASH AND CASH EQUIVALENTS</strong></td>
<td>7</td>
<td>54,302</td>
</tr>
</tbody>
</table>

* Parklands Foundation Ltd was formally deregistered on 1 September 2011. There are no transactions in 2012. As a result, there’s no consolidation this financial year, this column is shown for comparative information only.

The accompanying notes form part of these statements.
Sydney Olympic Park Authority

Summary of compliance with financial directives for the year ended 30 June 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th></th>
<th>2011</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recurrent</td>
<td>Capital</td>
<td>Expenditure</td>
<td>Recurrent</td>
</tr>
<tr>
<td></td>
<td>Appropriation</td>
<td>Appropriation</td>
<td>Net Claim on Fund</td>
<td>Appropriation</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Original Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriation Act</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Appropriations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer’s Advance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Appropriations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(includes transfer</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>payments)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount drawn down</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>against Appropriation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Liability to</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed). Refer to 1(e)(i).
1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

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

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

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

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

Parklands Foundation Ltd is formally deregistered on 1 September 2011. There were no transactions subsequent to balance date 30 June 2011. Pursuant to Public Finance and Audit Act 1983 section 43A(5), preparation of the financial statement is not required. As a result, there is no consolidation in 2012.

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

This financial statements have been authorised for issue on 25 September 2012.

(b) Basis of Preparation

The Authority’s financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the Public Finance and Audit Act 1983 and Regulation and

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

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

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

(c) New Australian Accounting Standards issued but not effective

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

- AASB 7 & AASB 9 regarding financial instruments
- AASB 9 and AASB 2010-7 regarding financial instruments
- AASB 13 and AASB 2011-8 regarding fair value measurement
- AASB 119, AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 124 and AASB 2009-12 regarding related party transactions
- AASB 2010-10 regarding removal of fixed dates for first time adopters
- AASB 2011-2 regarding Trans-Tasman convergence project - reduced disclosure requirements
- AASB 2011-3 regarding orderly adoption of changes to the ABS GFS Manual
- AASB 2011-4 removing individual key management personnel disclosure requirements
- AASB 2011-9 regarding presentation of items of other comprehensive income
- AASB 2011-10 regarding amendment to Australian Accounting Standards arising from AASB 119
- AASB 2011-11 regarding amendment to AASB 119 arising from RDR requirements
- AASB 2011-12 regarding Interpretation 20
- AASB 2011-13 regarding AASB 1049 and GAAP/GFS harmonisation
- AASB 2012-1 regarding fair value measurement – RDR requirements
- AASB 2012-2 regarding disclosures – offsetting financial assets and financial liabilities
(d) Statement of Compliance

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

(e) Income Recognition

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

(i) Parliamentary Appropriations and Contributions

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

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.

As of 1 July 2011, the Authority’s recurrent and capital appropriation funding is received as grant income from the Department of Education and Communities.

(ii) Sale of Goods

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

(iii) Rendering of Services

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

(iv) Investment Revenue

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

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

(f) Employee Benefits and Other Provisions

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

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within twelve months of the reporting date are recognised and measured in respect of employees’ services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bond rate are used to discount long-term annual leave.

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

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

(ii) Long Service Leave and Superannuation

The Authority’s liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity through the Office of Communities. The Authority accounts for the liability as having been extinguished resulting in the amount assumed being shown as ‘Resources free of charge’ in the Other Revenue.

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSWTC 12/06) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formula specified in the Treasurer’s Directions and in accordance with TC 11/04. The expense for certain superannuation schemes (Basic Benefit
and First State Super) is calculated as a percentage of the employees’ salaries. For other superannuation schemes (State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees’ superannuation contributions. This expense forms part of the Personnel Services costs.

(iii) Other Provisions

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

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

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

(g) Insurance

The Authority’s insurance activities are primarily conducted through the NSW Treasury Managed Fund Scheme (TMF) of self-insurance for Government agencies as required per TC12/12. The expense (premium) is determined by the Fund Manager based on past claims experience.

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

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

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

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

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

(i) Acquisitions of Assets

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

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm’s length transaction.

As at 1 March 2012, a childcare centre at 11 Australia Avenue was transferred, at its fair value, from Site 3 Development Co Pty Ltd as part of developer contributions per the project delivery agreement (PDA) between the Authority and Site 3 Development Co Pty Ltd.

(j) Capitalisation Thresholds

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

(k) Revaluation of Property, Plant and Equipment.

Physical non-current assets are valued in accordance with the Treasury Policy and Guidelines Paper TPP 07-1 Valuation of Physical Non-Current Assets at Fair Value. This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment.

Property, plant and equipment is measured on an existing use basis where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available
market evidence, the asset’s fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The Authority revalues each class of property, plant and equipment at least every five years and with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last full revaluation for land and buildings and plant and equipment was completed on 30 June 2008 by the Department of Lands. The last full valuation for infrastructure systems was completed on 1 July 2008 by the Department of Commerce, based on an independent assessment.

As at 31 March 2012, the fair value of property plant and equipment was assessed by Land & Property Management Authority and Department of Financial Services, the incremental adjustments were updated as at the end of March as part of the fair value assessment in accordance with AASB 116 Property, Plant and Equipment.

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.

For other assets, 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 surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/(deficit) for the year, the increment is recognised immediately as revenue in the surplus/(deficit) for the year.

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

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

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

(l) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, the Authority is effectively exempted from AASB 136 Impairment of Assets and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. Therefore, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(m) Land Under Roads

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

(n) Depreciation of Property, Plant and Equipment

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

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

Land is not a depreciable asset.

Depreciation rates for these asset categories are:

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>buildings including facilities and sporting venues</td>
<td>1.3% - 20% per annum</td>
</tr>
<tr>
<td>computer equipment</td>
<td>25% per annum</td>
</tr>
<tr>
<td>office equipment</td>
<td>20% per annum</td>
</tr>
<tr>
<td>leasehold improvements</td>
<td>period of lease</td>
</tr>
<tr>
<td>infrastructure</td>
<td>2%–33% per annum</td>
</tr>
<tr>
<td>other plant and equipment</td>
<td>2%–20% per annum</td>
</tr>
</tbody>
</table>

(o) Maintenance

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

(p) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee all the substantial risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.
Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

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

(q) Loans and Receivables

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

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

(r) Inventories

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

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

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

(s) Investments

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

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

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

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

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

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

(t) Other Assets

Other assets are generally recognised at cost.

(u) Impairment of Financial Assets

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

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

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


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

(w) Major Repairs Funds

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

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

The MRFs at reporting date are treated as restricted assets. Refer Note 13.

(x) Privately Financed Projects

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

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

During the lease period, the fair value of the right to receive increases or decreases, the movement is recognised in accordance with AASB 116 Property, Plant and Equipment as if the right is an item of property to which that standard applies. Refer Note 12(a), 12(b).

(y) Equity Transfers

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

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

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

(z) Payables

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

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

(aii) Equity and Reserves

(i) Asset Revaluation surplus

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

(ii) Accumulated Funds

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

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

(aiii) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.
## Notes to the financial statements for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Notes to the financial statements for the year ended 30 June 2012</th>
<th>Authority</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012 $'000</td>
<td>2011 $'000</td>
</tr>
</tbody>
</table>

### 2. EXPENSES EXCLUDING LOSSES

#### (a) Employee Related Expenses
- Salaries and wages (including recreation leave) - - 30
- Superannuation - defined contribution plans - - 3
- Workers compensation insurance - - 1
- Payroll tax and fringe benefit tax - - 2

#### (b) Personnel services
Personnel services 25,495 23,605 23,605

#### (c) Other Operating Expenses
- Auditors’ remuneration - audit of the financial statements 158 105 108
- Cost of sales 1,331 1,226 1,226
- Asset management 4,343 5,090 5,090
- Operating lease rental expense - minimum lease payments 936 1,054 1,054
- Administration 2,941 2,927 2,929
- Advertising and promotion 3,771 2,571 2,571
- Activity and entertainment 1,746 1,814 1,814
- Maintenance 18,363 21,706 21,706
- Insurance 1,059 1,041 1,042
- Site services 10,337 10,450 11,128
- Utilities 4,707 4,500 4,500
- Information technology 822 970 970
- Other 2,634 2,676 2,676

Total 53,148 56,130 56,814

Reconciliation - Total maintenance
- Maintenance expense - contracted labour and other (non-employee related), as above 18,363 21,706 21,706
- Personnel services related maintenance expense included in Note 2(b) 2,166 2,156 2,156

Total maintenance expenses included in Note 2(b) + 2(c) 20,529 23,862 23,862

#### (d) Depreciation and Amortisation Expenses

<table>
<thead>
<tr>
<th>Depreciation and Amortisation Expenses</th>
<th>Authority</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012 $'000</td>
<td>2011 $'000</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and buildings</td>
<td>11,804</td>
<td>10,998</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>6,096</td>
<td>5,532</td>
</tr>
<tr>
<td>Infrastructure systems</td>
<td>28,129</td>
<td>28,132</td>
</tr>
<tr>
<td></td>
<td>46,029</td>
<td>44,662</td>
</tr>
<tr>
<td>Amortisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation - Prepayments</td>
<td>6,781</td>
<td>6,781</td>
</tr>
<tr>
<td></td>
<td>52,810</td>
<td>51,443</td>
</tr>
</tbody>
</table>

#### (e) Grants and Subsidies

<table>
<thead>
<tr>
<th>Grants and Subsidies</th>
<th>Authority</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royal Agricultural Society</td>
<td>25,000</td>
<td>20,000</td>
</tr>
<tr>
<td>NSW Weightlifting Association</td>
<td>-</td>
<td>35</td>
</tr>
</tbody>
</table>

Total 25,000 20,035 20,035
3. REVENUE

(a) Appropriations

**Recurrence appropriations**

Total recurrence drawdowns from NSW Treasury

<table>
<thead>
<tr>
<th></th>
<th>Authority 2012</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent appropriations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total recurrence</td>
<td>- 50,461</td>
<td>50,461</td>
</tr>
<tr>
<td>Less: Liability to Consolidated Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(per Summary of Compliance)</td>
<td>-</td>
<td>50,461</td>
</tr>
</tbody>
</table>

Comprising:

<table>
<thead>
<tr>
<th></th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent appropriations</td>
<td>50,461</td>
<td>50,461</td>
</tr>
<tr>
<td>(per Statement of comprehensive income)</td>
<td>50,461</td>
<td></td>
</tr>
</tbody>
</table>

**Capital appropriations**

Total capital drawdowns from NSW Treasury

<table>
<thead>
<tr>
<th></th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital appropriations</td>
<td>8,665</td>
<td>8,665</td>
</tr>
<tr>
<td>(per Statement of comprehensive income)</td>
<td>8,665</td>
<td></td>
</tr>
</tbody>
</table>

(b) Sale of Goods and Services

<table>
<thead>
<tr>
<th></th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estate levies</td>
<td>4,066</td>
<td>4,053</td>
</tr>
<tr>
<td>Car parking</td>
<td>14,874</td>
<td>15,539</td>
</tr>
<tr>
<td>Aquatic and Athletic Centres income</td>
<td>11,349</td>
<td>10,815</td>
</tr>
<tr>
<td>Sale of Site 3 (Australia Towers Stage 1)</td>
<td>2,000</td>
<td>-</td>
</tr>
<tr>
<td>Retail Shop income</td>
<td>2,754</td>
<td>2,778</td>
</tr>
<tr>
<td>WRAMS Water Sales</td>
<td>1,348</td>
<td>1,445</td>
</tr>
<tr>
<td>Other</td>
<td>2,299</td>
<td>2,294</td>
</tr>
</tbody>
</table>

38,690 36,924 36,924

(c) Investment Revenue

<table>
<thead>
<tr>
<th></th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest on bank</td>
<td>1,044</td>
<td>910</td>
</tr>
<tr>
<td>Interest on advances</td>
<td>3,240</td>
<td>2,923</td>
</tr>
<tr>
<td>Allowance for impairment - advance receivables</td>
<td>(3,240)</td>
<td>(2,923)</td>
</tr>
<tr>
<td>Interest on TCorp Hour Glass cash facility</td>
<td>1,626</td>
<td>2,155</td>
</tr>
<tr>
<td>Rents</td>
<td>8,305</td>
<td>8,064</td>
</tr>
</tbody>
</table>

10,975 11,129 11,169

(d) Retained Taxes, Fees and Fines

<table>
<thead>
<tr>
<th></th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking infringements</td>
<td>646</td>
<td>530</td>
</tr>
</tbody>
</table>

646 530 530
Notes to the financial statements for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>(e) Grants and Contributions</th>
<th>Authority 2012</th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent grant</td>
<td>56,484</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital grant</td>
<td>11,753</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Parklands education program contributions</td>
<td>-</td>
<td>1,380</td>
<td>408</td>
</tr>
<tr>
<td>Developer contributions**</td>
<td>4,060</td>
<td>64</td>
<td>64</td>
</tr>
<tr>
<td>**The Authority has entered into land development agreements on the condition that a component of proceeds will be attributed to the provision of public infrastructure. The nature of this infrastructure is detailed in the Authority Infrastructure Contribution Funding Plan.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>**</td>
<td>72,297</td>
<td>1,372</td>
<td>472</td>
</tr>
</tbody>
</table>

(f) Other Revenue

| Resources free of charge     | 1,703          | 759            | 759              |
| Sponsorships and contributions | 1,255          | 1,071          | 1,071            |
| Lease forfeiture income      | -              | 151            | 151              |
| Insurance proceeds           | -              | 318            | 318              |
| Project delivery service income | 227            | 249            | 249              |
| Energy costs recovery        | 155            | -              | -                |
| Other                        | 937            | 933            | 933              |
|                               | 4,277          | 3,481          | 3,481            |

4. GAIN/(LOSS) ON DISPOSAL

Gain/(loss) on disposal of land

Proceeds from disposal | 2,348 | - | - |
Written down value of assets disposed 11 | (703) | - | - |
Net gain/(loss) on disposal of land | 1,645 | - | - |

Gain/(loss) on disposal of plant and equipment

Proceeds from disposal | - | - | - |
Written down value of assets disposed 11 | - | (15) | (15) |
Net gain/(loss) on disposal of plant and equipment | - | (15) | (15) |

Total Gain/(loss) on disposal | 1,645 | (15) | (15) |

5. OTHER GAIN/(LOSS)

Right to receive 12(b) | 28,963 | 27,327 | 27,327 |
Allowance for impairment - receivables other | - | 3 | 3 |
Total Other Gain/(loss) | 28,963 | 27,330 | 27,330 |
6. SERVICE GROUP/ACTIVITIES OF THE AUTHORITY

(a) Service Group - Precinct Management and Development

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

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

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

(b) Service Group Statement – Expenses and Revenues:
The Authority operates as one service group. The expenses and revenues of this group are as reflected in the Statement of Comprehensive income and assets and liabilities in the Statement of Financial Position.

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority 2012 $’000</th>
<th>Authority 2011 $’000</th>
<th>Consolidated 2011 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at bank and on hand</td>
<td>22,736</td>
<td>18,851</td>
<td>18,851</td>
</tr>
<tr>
<td>TCorp Hour-Glass cash facility</td>
<td>31,566</td>
<td>28,680</td>
<td>28,680</td>
</tr>
<tr>
<td></td>
<td>54,302</td>
<td>47,531</td>
<td>47,531</td>
</tr>
</tbody>
</table>

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

- Cash and cash equivalents (per Statement of financial position): 54,302, 47,531, 47,531
- Closing cash and cash equivalents (per Statement of cash flows): 54,302, 47,531, 47,531

Details regarding credit risk, liquidity risk and market risk are disclosed in note 21. Included in cash at bank is the restricted cash which is disclosed in detail in note 13.
Sydney Olympic Park Authority

Notes to the financial statements for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority 2012 $'000</th>
<th>Consolidated 2011 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. CURRENT ASSETS - RECEIVABLES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade Debtors</td>
<td>1,895</td>
<td>1,742</td>
</tr>
<tr>
<td>Less: Allowance for impairment</td>
<td>(1)</td>
<td>(1)</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>518</td>
<td>495</td>
</tr>
<tr>
<td>GST receivable</td>
<td>1,600</td>
<td>1,599</td>
</tr>
<tr>
<td>Prepayments</td>
<td>361</td>
<td>557</td>
</tr>
<tr>
<td>Accrued income</td>
<td>3,488</td>
<td>3,195</td>
</tr>
<tr>
<td>Insurance recovery</td>
<td>10</td>
<td>601</td>
</tr>
<tr>
<td>Other</td>
<td>521</td>
<td>455</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,393</strong></td>
<td><strong>8,643</strong></td>
</tr>
<tr>
<td>Movement in the allowance for impairment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 July</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Increase/(decrease) in allowance recognised in profit or loss</td>
<td>(1)</td>
<td>(3)</td>
</tr>
<tr>
<td>Balance at 30 June</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 21.

9. CURRENT/NON CURRENT ASSETS - INVENTORIES
(a) Current Inventories - held for resale

| | Authority 2012 $'000 | | |
|---|-----------------------|-------|
| Stock at cost | 140 | 166 | 166 |

(b) Non Current Inventories - held for resale

| | Authority 2012 $'000 | | |
|---|-----------------------|-------|
| Land Inventory - Acquisition | 509 | 543 | 543 |
| - Development | 1,295 | 1,380 | 1,380 |
| **Land inventory at cost** | **1,804** | **1,923** | **1,923** |

10. NON CURRENT ASSETS - OTHER FINANCIAL ASSETS

| | Authority 2012 $'000 | | |
|---|-----------------------|-------|
| Advances receivable - OCA Loans | 12,000 | 12,000 | 12,000 |
| Interest on advances | 21,748 | 18,508 | 18,508 |
| **Total** | **33,748** | **30,508** | **30,508** |

Less: Allowance for impairment

| | Authority 2012 $'000 | | |
|---|-----------------------|-------|
| | (33,748) | (30,508) | (30,508) |

Movement in the allowance for impairment

| | Authority 2012 $'000 | | |
|---|-----------------------|-------|
| Balance at 1 July | 30,508 | 27,585 | 27,585 |
| Increase/(decrease) in allowance recognised in profit or loss | 3,240 | 2,923 | 2,923 |
| Balance at 30 June | 33,748 | 30,508 | 30,508 |

Refer to Note 21 for further information regarding credit risk, liquidity risk and market risk arising from financial instruments.
11. NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

<table>
<thead>
<tr>
<th>Notes</th>
<th>Land and Buildings</th>
<th>Plant and Equipment</th>
<th>*Infrastructure Systems (inc AUC)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross carrying amount</td>
<td>1,176,738</td>
<td>120,905</td>
<td>683,705</td>
<td>1,981,448</td>
</tr>
<tr>
<td>Accumulated depreciation and impairment</td>
<td>(169,307)</td>
<td>(65,276)</td>
<td>(332,336)</td>
<td>(566,919)</td>
</tr>
<tr>
<td>Net Carrying Amount</td>
<td>1,007,431</td>
<td>55,629</td>
<td>351,369</td>
<td>1,414,429</td>
</tr>
</tbody>
</table>

At 30 June 2012 - fair value

<table>
<thead>
<tr>
<th>Notes</th>
<th>Land and Buildings</th>
<th>Plant and Equipment</th>
<th>*Infrastructure Systems (inc AUC)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross carrying amount</td>
<td>1,189,687</td>
<td>123,874</td>
<td>695,362</td>
<td>2,008,923</td>
</tr>
<tr>
<td>Accumulated depreciation and impairment</td>
<td>(185,191)</td>
<td>(71,372)</td>
<td>(360,465)</td>
<td>(617,028)</td>
</tr>
<tr>
<td>Net Carrying Amount</td>
<td>1,004,496</td>
<td>52,502</td>
<td>334,897</td>
<td>1,391,895</td>
</tr>
</tbody>
</table>

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

Year ended 30 June 2012

Net carrying amount at start of year | 1,007,431 | 55,629 | 351,369 | 1,414,429 |
Addition | 3,699 | 1,899 | 13,341 | 18,939 |
Transfer from asset under construction | 614 | 1,070 | (1,684) | - |
Disposals | 4 | (703) | - | (703) |
Assets retirement through non administrative restructures | 22 | - | - | - |
Net revaluation increment less revaluation decrements | 5,259 | - | - | 5,259 |
Depreciation expense | 2(d) | (11,804) | (6,096) | (28,129) | (46,029) |
Net carrying amount at end of year | 1,004,496 | 52,502 | 334,897 | 1,391,895 |

2011

At 1 July 2010 - fair value

Gross carrying amount | 1,135,413 | 110,567 | 678,629 | 1,924,609 |
Accumulated depreciation and impairment | (145,906) | (55,015) | (304,844) | (505,765) |
Net Carrying Amount | 989,507 | 55,552 | 373,785 | 1,418,844 |

At 30 June 2011 - fair value

Gross carrying amount | 1,176,738 | 120,905 | 683,705 | 1,981,448 |
Accumulated depreciation and impairment | (169,307) | (65,276) | (332,336) | (566,919) |
Net Carrying Amount | 1,007,431 | 55,629 | 351,369 | 1,414,429 |

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

Year ended 30 June 2011

Net carrying amount at start of year | 989,507 | 55,552 | 373,785 | 1,418,844 |
Additions | 2,767 | 1,305 | 6,817 | 10,889 |
Disposals | 4 | (15) | - | (15) |
Assets retirement through non administrative restructures | 22 | (2,228) | (124) | - | (2,352) |
Net revaluation increment less revaluation decrements | 27,180 | 4,343 | 202 | 31,725 |
Depreciation expense | 2(d) | (10,998) | (5,532) | (28,132) | (44,662) |
Reclassification-asset class | 1,218 | 85 | (1,303) | - |
Net carrying amount at end of year | 1,007,431 | 55,629 | 351,369 | 1,414,429 |

* Infrastructure Systems include assets under construction for various projects of $10.9 million ($9.5 million in 2011)
## Sydney Olympic Park Authority

Notes to the financial statements for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>12. PRIVATELY FINANCED PROJECTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Prepayments - ANZ Stadium and Allphones Arena</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepayments (current)</td>
<td>6,781</td>
<td>6,781</td>
</tr>
<tr>
<td>Prepayments (non current)</td>
<td>119,256</td>
<td>126,037</td>
</tr>
<tr>
<td><strong>1(x)</strong></td>
<td>126,037</td>
<td>132,818</td>
</tr>
<tr>
<td>(b) Right to receive - ANZ Stadium and Allphones Arena</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at 1 July</td>
<td>246,433</td>
<td>219,106</td>
</tr>
<tr>
<td>Gain/(loss) for the year</td>
<td>5</td>
<td>28,963</td>
</tr>
<tr>
<td>Carrying amount at 30 June</td>
<td>1(x)</td>
<td>275,396</td>
</tr>
<tr>
<td>13. RESTRICTED ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major repairs fund – RAS</td>
<td>11,364</td>
<td>10,551</td>
</tr>
<tr>
<td>Major repairs fund – SOPASV</td>
<td>2,010</td>
<td>1,855</td>
</tr>
<tr>
<td>Developer contributions and proceeds of development right</td>
<td>18,192</td>
<td>16,274</td>
</tr>
<tr>
<td><strong>31,566</strong></td>
<td><strong>28,680</strong></td>
<td><strong>28,680</strong></td>
</tr>
<tr>
<td>14. CURRENT LIABILITIES – PAYABLES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors and accrued expenses</td>
<td>9,755</td>
<td>8,187</td>
</tr>
<tr>
<td>Accrued personnel services</td>
<td>15</td>
<td>742</td>
</tr>
<tr>
<td><strong>10,497</strong></td>
<td><strong>8,788</strong></td>
<td><strong>8,788</strong></td>
</tr>
<tr>
<td>Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 21.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. CURRENT/NON CURRENT LIABILITIES - PROVISIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel services - current</td>
<td>2,480</td>
<td>2,212</td>
</tr>
<tr>
<td>Personnel services - non current</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total Provisions</strong></td>
<td><strong>2,510</strong></td>
<td><strong>2,232</strong></td>
</tr>
<tr>
<td>Aggregate Personnel Services Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel services - current</td>
<td>2,480</td>
<td>2,212</td>
</tr>
<tr>
<td>Personnel services - non current</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Accrued personnel services</td>
<td>14</td>
<td>742</td>
</tr>
<tr>
<td><strong>3,252</strong></td>
<td><strong>2,833</strong></td>
<td><strong>2,833</strong></td>
</tr>
</tbody>
</table>
Sydney Olympic Park Authority

Notes to the financial statements for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>No</th>
<th>Authority 2012 $’000</th>
<th>Authority 2011 $’000</th>
<th>Consolidated 2011 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. CURRENT/NON CURRENT LIABILITIES - OTHER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Current Liabilities - Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security deposits</td>
<td>21</td>
<td>295</td>
<td>278</td>
</tr>
<tr>
<td>Deferred long term lease income</td>
<td>1(p)</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td></td>
<td>9,067</td>
<td>9,251</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>605</td>
<td>675</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9,987</td>
<td>10,224</td>
</tr>
<tr>
<td>(b) Non Current Liabilities - Other</td>
<td>1737</td>
<td>1737</td>
<td>1737</td>
</tr>
<tr>
<td>Deferred long term lease income</td>
<td>1(p)</td>
<td>1,737</td>
<td>1,758</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,737</td>
<td>1,758</td>
</tr>
<tr>
<td>17. COMMITMENTS FOR EXPENDITURE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Capital Commitments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregate capital expenditure for the acquisition of property development services contracted for at balance date and not provided for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not later than one year</td>
<td></td>
<td>330</td>
<td>230</td>
</tr>
<tr>
<td>Total (including GST)</td>
<td></td>
<td>330</td>
<td>230</td>
</tr>
<tr>
<td>Aggregate capital expenditure for the acquisition of other construction contracted for at balance date and not provided for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not later than one year</td>
<td></td>
<td>3,675</td>
<td>1,832</td>
</tr>
<tr>
<td>Total (including GST)</td>
<td></td>
<td>3,675</td>
<td>1,832</td>
</tr>
<tr>
<td>(b) Other Expenditure Commitments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggregate other expenditure contracted for at balance date and not provided for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not later than one year</td>
<td></td>
<td>3,945</td>
<td>4,576</td>
</tr>
<tr>
<td>Total (including GST)</td>
<td></td>
<td>3,945</td>
<td>4,576</td>
</tr>
<tr>
<td>(c) Operating Lease Commitments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future non-cancellable operating lease rentals not provided for and payable:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not later than one year</td>
<td></td>
<td>1,048</td>
<td>1,027</td>
</tr>
<tr>
<td>Later than one year and not later than 5 years</td>
<td></td>
<td>3,830</td>
<td>4,048</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td></td>
<td>-</td>
<td>783</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4,878</td>
<td>5,858</td>
</tr>
</tbody>
</table>

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

The total expenditure commitments above include input tax credits of $1,152,000 ($1,136,000 in 2011) which are expected to be recovered from the Australian Taxation Office.
18. OPERATING LEASE RECEIVABLES

(a) Operating Lease Receivables

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

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>4,530</td>
<td>4,355</td>
<td>4,355</td>
</tr>
<tr>
<td>Later than one year and not later than 5 years</td>
<td>9,202</td>
<td>5,794</td>
<td>5,794</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>15,560</td>
<td>14,784</td>
<td>14,784</td>
</tr>
<tr>
<td><strong>Total (including GST)</strong></td>
<td><strong>29,292</strong></td>
<td><strong>24,933</strong></td>
<td><strong>24,933</strong></td>
</tr>
</tbody>
</table>

Operating leases receivables relate to various rental agreements. These are entered into at market rates and on commercial terms. Regular market reviews and tendering processes are carried out to ensure commercial arrangements are maintained. The total operating lease receivables above include input tax credits of $2,661,000 ($2,250,000 in 2011) which are expected to be payable to the Australian Taxation Office.

(b) Contingent rents recognised as income

| Contingent rents recognised as income for the period | 1,008 | 789 | 789 |

The turnover rent is receivable in arrears.

19. BUDGET REVIEW

(a) Net Result

The actual net result was $5.8 million better than budget. The main variances were:

- higher personnel services expenditure of $1.2 million relates mainly to higher long service leave expenditure assumed by the Crown Entity and associated on-costs.
- higher depreciation and amortisation costs of $1.8 million resulting from higher than expected capitalisation of assets and other incremental adjustments.
- higher asset sale proceeds transferred to Crown Entity of $1.6 million resulting from the earlier than expected receipt of sale proceeds.
- higher sale of goods and services of $2.4 million mainly from earlier than expected land inventory sales.
- higher investment revenue of $1.6 million mainly resulting from higher interest income.
- higher grants and contributions of $1.4 million from earlier than expected developer contributions received.
- higher other revenue of $2.8 million is mainly resources received free of charge relating to higher long service leave expenditure assumed by the Crown Entity.
- higher gain on disposal of $1.6 million is due earlier than expected receipt of sale proceeds.
(b) Assets and Liabilities
Total assets were $15.3 million above budget. The material variances are:

- higher cash balances of $8.1 million mainly in the cash operating account as a result of selling of land and increased in interest income.
- higher land and buildings value of $7.7 million resulting mainly from an incremental value adjustment and capitalisation of assets.
- higher plant and equipment of $2.1 million resulting mainly from capitalisation of assets.
- lower infrastructure value of $3.1 million resulting from the transfer of assets to other asset classes and less actual capital spending than budgeted.

Total liabilities were above budget by $4.2 million. The material variances were:

- higher payables of $5.0 million mainly in higher accruals.

(c) Cash Flows
Net cash flows from operating activities were $5.3 million above budget. The material variances were:

- higher other payments of $2.6 million mainly relates to higher GST payments and sponsorships.
- higher asset sale proceeds transferred to Crown Entity of $1.6 million resulting from the earlier than expected receipt of sale proceeds.
- higher sale of goods and services of $3.1 million mainly from earlier than expected land inventory sales.
- higher interest received of $1.0 million mainly from additional interest income from investments.
- higher grants and contributions of $2.1 million from earlier than expected developer contributions.
- higher other receipts of $2.4 million is made up of refunds for electricity usage and higher project management income and GST receipts.

<table>
<thead>
<tr>
<th>Notes</th>
<th>Authority $'000</th>
<th>Consolidated $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>20. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Cash Used on Operating Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation 2(d)</td>
<td>-52,810</td>
<td>-51,443</td>
</tr>
<tr>
<td>Impairment of receivables 5</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Net gain/(loss) on disposal 4</td>
<td>1,645</td>
<td>-15</td>
</tr>
<tr>
<td>Other gain/(loss) 5</td>
<td>28,964</td>
<td>27,330</td>
</tr>
<tr>
<td>Private sector non cash contributions</td>
<td>2,000</td>
<td>-</td>
</tr>
<tr>
<td>Increase/(decrease) in cost of sales</td>
<td>-119</td>
<td>-</td>
</tr>
<tr>
<td>Increase/(decrease) in receivables</td>
<td>-274</td>
<td>-7,716</td>
</tr>
<tr>
<td>Decrease/(increase) in payables</td>
<td>1,447</td>
<td>1,580</td>
</tr>
<tr>
<td>Decrease/(increase) in personnel services provisions</td>
<td>307</td>
<td>120</td>
</tr>
<tr>
<td>Decrease/(increase) in other current liabilities</td>
<td>305</td>
<td>590</td>
</tr>
<tr>
<td>Decrease/(increase) in prepaid long term leases</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Net Result</td>
<td>-964</td>
<td>-11,389</td>
</tr>
</tbody>
</table>
21. FINANCIAL INSTRUMENTS
The Authority's principal financial instruments are outlined below. These financial instruments arise directly from the Authority's operations or are required to finance the Authority's operations. The Authority does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Notes</th>
<th>Authority 2012</th>
<th>Authority 2011</th>
<th>Authority 2011</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>n/a</td>
<td>54,302</td>
<td>47,531</td>
<td>47,531</td>
<td>54,018</td>
</tr>
<tr>
<td>Receivables 1.</td>
<td></td>
<td>6,432</td>
<td>6,487</td>
<td>6,487</td>
<td></td>
</tr>
<tr>
<td>Advances receivable</td>
<td></td>
<td>33,748</td>
<td>30,508</td>
<td>30,508</td>
<td></td>
</tr>
<tr>
<td>Less: Allowance for impairment</td>
<td></td>
<td>(33,748)</td>
<td>(30,508)</td>
<td>(30,508)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>60,734</td>
<td>54,018</td>
<td>54,018</td>
<td></td>
</tr>
</tbody>
</table>

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

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

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

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

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

Notes to the financial statements for the year ended 30 June 2012

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

The Authority is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are less than 3 months past due (2012: $1.8 million, 2011: $1.7 million) are not considered impaired and together these represent 94% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

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

<table>
<thead>
<tr>
<th>Authority</th>
<th>$’000</th>
<th>$’000</th>
<th>$’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total 1,2</td>
<td>Past due but not impaired 1,2</td>
<td>Considered impaired 1,2</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 months overdue</td>
<td>1,771</td>
<td>1,771</td>
<td>-</td>
</tr>
<tr>
<td>3 months - 6 months overdue</td>
<td>124</td>
<td>124</td>
<td>-</td>
</tr>
<tr>
<td>&gt; 6 months overdue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 months overdue</td>
<td>1,732</td>
<td>1,732</td>
<td>-</td>
</tr>
<tr>
<td>3 months - 6 months overdue</td>
<td>10</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>&gt; 6 months overdue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

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

Authority Deposits
The Authority has placed funds on deposit with TCorp, which has been rated ‘AAA’ by Standard and Poor’s. These deposits are similar to money market or bank deposits and are placed ‘at call’. The deposits at balance date were earning an average interest rate of 4.74% (2011 – 5.27%), while over the year the weighted average interest rate was 4.88% (2011 – 5.21%) on a weighted average balance during the year of $33.3 million (2011 – $27.3 million). None of these assets are past due or impaired.

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 12.37%.

The Authority’s financial liabilities included in Note 21(a) will mature in less than 1 year.
(d) Market Risk
Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority’s exposures to market risk are primarily through interest rate risk on the Authority’s borrowings and other price risks associated with the movement in the unit price of the TCorp Hour Glass Investment facilities. The Authority has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Authority operates and the time frame for the assessment (ie until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2011. The analysis assumes that all other variables remain constant.

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

<table>
<thead>
<tr>
<th>Authority</th>
<th>Carrying amount</th>
<th>-1%</th>
<th>1%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Profit</td>
<td>Equity</td>
<td>Profit</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>22,736</td>
<td>(227)</td>
<td>(227)</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>18,851</td>
<td>(189)</td>
<td>(189)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Facility</th>
<th>Investment Sectors</th>
<th>Investment horizon</th>
<th>Authority 2012</th>
<th>Consolidated 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Cash facility</td>
<td>Cash, money market instruments</td>
<td>Up to 1.5 years</td>
<td>31,566</td>
<td>28,680</td>
</tr>
</tbody>
</table>

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

NSW TCorp as trustee for the above facility is required to act in the best interest of the unitholders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of the facility in accordance with a mandate agreed by the parties. However, TCorp, acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

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

NSW TCorp provides sensitivity analysis information for the facility, using historically based volatility information. The TCorp Hour Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity).
Sydney Olympic Park Authority

Notes to the financial statements for the year ended 30 June 2012

<table>
<thead>
<tr>
<th>Change in unit price</th>
<th>Authority 2012</th>
<th>2011</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td></td>
<td>$'000</td>
</tr>
<tr>
<td>Hour Glass Investment – Cash facility +/-1%</td>
<td>316</td>
<td>287</td>
<td></td>
</tr>
</tbody>
</table>

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

(e) Fair Value

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facilities, which are measured at fair value. As discussed, the value of the Hour Glass Investments is based on the Authority’s share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass facilities are valued using ‘redemption’ pricing.

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

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

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

Level 1 - Derived from quoted prices in active markets for identical assets / liabilities.
Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.
Level 3 - Derived from valuation techniques that include inputs for the asset / liability not based on observable market data.

**Authority**

<table>
<thead>
<tr>
<th>Financial assets at fair value</th>
<th>Level 1 $'000</th>
<th>Level 2 $'000</th>
<th>Level 3 $'000</th>
<th>2012 Total $'000</th>
</tr>
</thead>
</table>
| TCorp Hour-Glass Invt. Facility | -             | 31,566        | -             | 31,566          
|                                 | -             | 31,566        | -             | 31,566          

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

There were no transfers between level 1 and 2 during the period ended 30 June 2012.

**Consolidated**

<table>
<thead>
<tr>
<th>Financial assets at fair value</th>
<th>Level 1 $'000</th>
<th>Level 2 $'000</th>
<th>Level 3 $'000</th>
<th>2011 Total $'000</th>
</tr>
</thead>
</table>
| TCorp Hour-Glass Invt. Facility | -             | 28,680        | -             | 28,680          
|                                 | -             | 28,680        | -             | 28,680          

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

There were no transfers between level 1 and 2 during the period ended 30 June 2011.
22. INCREASE/DECREASE IN NET ASSETS FROM EQUITY TRANSFERS

<table>
<thead>
<tr>
<th></th>
<th>Authority</th>
<th></th>
<th>Consolidated</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012 $'000s</td>
<td>2011 $'000s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assets transferred in/(out) other than in Administrative Restructure:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity transferred out - Maritime NSW</td>
<td>-</td>
<td>(2,352)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase/(Decrease) in net assets from equity transfers</td>
<td>-</td>
<td>(2,352)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

23. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

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

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

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

24. EVENTS AFTER THE REPORTING PERIOD

There are no material post-balance date events or transactions that require adjustments or disclosures in the financial statements.

End of Audited Financial Statements
Appendices

Agreements with the Community Relations Commission

There were no agreements made with the Community Relations Commission during the 2011–12 period.

Annual Report availability and costs

The Sydney Olympic Park Annual Report 2011–12 is available online at www.sydneyolympicpark.com.au. The total costs of producing the Annual Report were $1800.00 (excluding GST).

Code of Conduct

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

The Authority reviewed and updated its Code of Conduct in November 2010 and Code of Conduct training was completed by selected staff of the Authority during the period.

<table>
<thead>
<tr>
<th>Board Attendance 2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board members</strong></td>
</tr>
<tr>
<td>Hon Michael Knight</td>
</tr>
<tr>
<td>David Baffsky</td>
</tr>
<tr>
<td>John Coates</td>
</tr>
<tr>
<td>Jack Cowin</td>
</tr>
<tr>
<td>Liz Ellis</td>
</tr>
<tr>
<td>Penelope Figgis</td>
</tr>
<tr>
<td>Denis Fitzgerald</td>
</tr>
<tr>
<td>Alan Marsh</td>
</tr>
<tr>
<td>Alan Whelpton</td>
</tr>
</tbody>
</table>

Ms Figgis departed the Board on 10 August 2011, there being no Board Meetings held during her tenure on the Board in 2011-12. Mr Whelpton departed the Board on 25 October 2011, attending the only Board Meeting eligible.

Committees

Access Advisory Committee

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

Jean Halcrow (Chair)
Christina Hinchcliffe
Mark Relf
Robyn Thompson
Trevor Beardsmore
Kath Brewster
Glenn Redmayne
Jenny Moon
Jane Bryce

Audit, Risk and Compliance Committee

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

John Coates (Chair)
David Baffsky
Liz Ellis
Greg Fletcher

Design Review Panel

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

Peter Poulet (Chair)
Peter Mould
Darlene van der Breggen
Professor Catherin Bull
Bill Tsakalos
Professor Peter Webber
John Choi
Millennium Parklands Advisory Committee

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

In 2011 the Minister approved new membership to the Committee. The new Committee includes two Community Representatives, these membership appointments were publicly advertised in December 2010.

The current members comprise:
Professor Linda Corkery
Mr Thomas Barnes
Ms Amanda Hurst
Mr Matthew Swanborough
Mr Steve Atkins (representative NSW National Parks and Wildlife Service)

The Committee meets quarterly with the first meeting of the new Committee held in December 2011.

Disability Action Plan

The Sydney Olympic Park Authority Disability Action Plan (DAP) has been developed to be consistent with the New South Wales (NSW) Government’s Guidelines for Disability Action Planning by NSW Government Agencies (the Guidelines). The Guidelines translate into action the Government’s commitment to improving the opportunities for people with disabilities to share fully in community life.

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

All Authority managers that are identified within the DAP as having a role of responsibility are interviewed annually, usually during the month of November by the manager of the Authority’s Building Services Unit. The detailed results from this interview process conducted with all identified persons/managers are then presented in an Annual Report and any areas identified with a deficiency are actioned accordingly.

All issues identified during the annual 2012 reviewing process have been actioned to enhance accessibility awareness and services within Sydney Olympic Park Authority and Sydney Olympic Park as a whole.

The NSW Disability Framework Policy sets parameters which require Government agencies to measure and report on their progress in creating access for people with disabilities. This is required under Section 9 of the Disability Services Act 1993 and Schedule 1 of the Annual Reports (Statutory Bodies) Regulation 2010.
Access Guidelines

The current Authority Access Guidelines are fully compliant with all existing Commonwealth and NSW State access legislation as at April 2012. This includes the Current Building Code of Australia 2012 and the Commonwealth’s Disability Discrimination Act–1992 Amendments are carried out to all existing detailed documents to capture any new legislation and/or Australian Standard requirements listed in the Commonwealth Disability Discrimination Act–1992 or the Building Code of Australia-2012.

Economic or other factors affecting achievement of operational objectives

The office market across New South Wales continued to improve on the previous year, with Sydney Olympic Park achieving a 0.5% vacancy rate.

Stage One (216 apartments) of the first residential development within Sydney Olympic Park, Australia Towers was completed in late 2011 with the first residents moving in early in the New Year. Stage 2 & 3 bulk excavation expected to commence June/July 2012 with construction commencement on Stage 2 tower by Dec 2012.

Development rights for an eight storey commercial office building including a supermarket at ground level were granted to Capital Corporation Properties Pty Ltd. Construction is likely to commence around September 2012.

General Property Trust completed construction of a five-storey, 13,000m2 commercial office building in Parkview Drive and signed an agreement with the Lion Group who will occupy the entire building.

Quest Serviced Apartments commenced construction of an eight storey, 77-room serviced apartment complex on Edwin Flack Avenue adjacent to the Formule 1 hotel. Completion is expected around September 2012.

FDC Construction and Fitout commenced construction on a six storey commercial office building on Murray Rose Avenue. Completion is anticipated by October 2012. Thales Australia has agreed to occupy the entire building upon completion.

Electronic Service Delivery

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

The Authority’s websites include:

- www.sopa.nsw.gov.au – the main portal for Sydney Olympic Park Authority
- www.aquaticcentre.com.au – the Sydney Olympic Park Aquatic Centre website;
- www.athleticcentre.com.au – the Sydney Olympic Park Athletic Centre website;
- www.archerycentre.com.au – the Sydney Olympic Park Archery Centre website;
- www. hockeycentre.com.au – Hockey Centre website; and

The Authority’s websites attract an average of over 135,000 visits per month.

During the reporting period, the Authority completed the website review project which involved upgrading all Authority-owned websites to achieve economies in service provision, management, maintenance and information handling with streamlined systems and processes. All of the above websites have been consolidated into one Content Management System and redesigned to enhance the online user experience.

Regular visitation reports, surveys and feedback are undertaken to identify the areas of further improvement. Work has also commenced on the development of mobile-friendly websites to accommodate the increasing demand for access from mobile devices.
27% of visitors to the current site access the website via mobile devices, a trend expected to increase as consumer uptake of web-enabled mobile devices continues to expand.

The Authority has been trialing print at home car parking tickets for its P2 and P6 car parks. Further implementation will be carried out on the Authority’s other car parks within the 2012-13 financial year.

The Authority’s social media presence continues to grow with Sydney Olympic Park’s Facebook page attracting almost 15,000 fans and the Monster Skatepark approximately 17,000 fans.

The Park’s YouTube channel has attracted approximately 100,000 views during the period, with an emphasis on leisure activities available within the Park.

The Sydney Olympic Park Twitter feed was further developed during the period to convey visitor and transport messages and has attracted 721 followers, with plans underway to grow this number in the coming Financial Year.

Obligations under the GIPA Act

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

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

Our agency’s program for the proactive release of information involves:

- Provision of information via informal access applications;
- Annual review and mandatory proactive release of policies;
- Ongoing release of tender and contract information to the eTenders website;
- Review and consolidation of documents available on the Authority’s website; and
- Review of information that impacts on the public.

During the reporting period, we reviewed this program by:

Informal applications

Between 1 July 2011 and 30 June 2012 the Authority received 24 informal access applications. Of these:

- 9 applicants were granted full access;
- 6 applicants were granted access in part;
- 3 applicants were advised that the Authority did not hold the requested information;
- 2 applicants were advised to submit a formal application;
- 1 applicant was refused access under opiad (Overriding Public Interest Against Disclosure) considerations;
- 1 application was withdrawn; and
- 2 applications are yet to be completed.

No information released in response to informal access applications during the reporting period was considered to be in the public interest. Accordingly, no informal application information was placed on the Authority’s website.

Policy review

In addition to a number of the Authority’s policies being updated, the review resulted in three (3) policies being added to the website:

- Corruption Prevention Policy;
- Government Information Public Access (GIPA) Policy; and
- Sydney Olympic Park Map Policy and Procedures.

Tenders and contracts

The Authority has systems in place to comply with the posting of tenders and contract results on the eTenders website. As a result of a review, internal procedures and processes have been refined.
Consolidation of documents on the Authority’s website

The Authority’s website has a large volume of documents and information available to the public. The review of the website content resulted in documents that were spread across a number of pages within the site now being accessible from one page, enhancing the public’s ability to locate and access the documents.

Review of publicly available information

The Authority undertook a review of documents and information that impact on the public. As a result a number of documents were identified and are being re-drafted to meet accessibility guidelines. When these documents are updated they will be available via the website.

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

During the reporting period, our agency received a total of four (4) formal access applications (including withdrawn applications but not invalid applications).

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

During the reporting period, our agency did not refuse any formal access applications.

4. Statistical information about access applications - Clause 7(d) and Schedule 2

<table>
<thead>
<tr>
<th>Table A: Number of applications by type of applicant and outcome*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Access granted in full</td>
</tr>
<tr>
<td>Media</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Members of Parliament</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Private sector business</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Not for profit organisations or community groups</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Members of the public (application by legal representative)</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Members of the public (other)</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Reason for invalidity</th>
<th>Number of applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application does not comply with formal requirements (section 41 of the Act)</td>
<td>1</td>
</tr>
<tr>
<td>Application is for excluded information of the agency (section 43 of the Act)</td>
<td>0</td>
</tr>
<tr>
<td>Application contravenes restraint order (section 110 of the Act)</td>
<td>0</td>
</tr>
<tr>
<td>Total number of invalid applications received</td>
<td>1</td>
</tr>
</tbody>
</table>

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

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

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

<table>
<thead>
<tr>
<th>Reason for consideration</th>
<th>Number of times consideration used*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overriding secrecy law</td>
<td>0</td>
</tr>
<tr>
<td>Cabinet information</td>
<td>0</td>
</tr>
<tr>
<td>Executive Council information</td>
<td>0</td>
</tr>
<tr>
<td>Contempt</td>
<td>0</td>
</tr>
<tr>
<td>Legal professional privilege</td>
<td>0</td>
</tr>
<tr>
<td>Excluded information</td>
<td>0</td>
</tr>
<tr>
<td>Documents affecting law enforcement and public safety</td>
<td>0</td>
</tr>
<tr>
<td>Transport safety</td>
<td>0</td>
</tr>
<tr>
<td>Adoption</td>
<td>0</td>
</tr>
<tr>
<td>Care and protection of children</td>
<td>0</td>
</tr>
<tr>
<td>Ministerial code of conduct</td>
<td>0</td>
</tr>
<tr>
<td>Aboriginal and environmental heritage</td>
<td>0</td>
</tr>
</tbody>
</table>

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.
<table>
<thead>
<tr>
<th>Number of occasions when application not successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible and effective government</td>
</tr>
<tr>
<td>Law enforcement and security</td>
</tr>
<tr>
<td>Individual rights, judicial processes and natural justice</td>
</tr>
<tr>
<td>Business interests of agencies and other persons</td>
</tr>
<tr>
<td>Environment, culture, economy and general matters</td>
</tr>
<tr>
<td>Secrecy provisions</td>
</tr>
<tr>
<td>Exempt documents under interstate Freedom of Information legislation</td>
</tr>
</tbody>
</table>

**Table F: Timeliness**

<table>
<thead>
<tr>
<th>Number of applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decided within the statutory timeframe (20 days plus any extensions)</td>
</tr>
<tr>
<td>Decided after 35 days (by agreement with applicant)</td>
</tr>
<tr>
<td>Not decided within time (deemed refusal)</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Decision varied</th>
<th>Decision upheld</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal review</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Review by Information Commissioner*</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Internal review following recommendation under section 93 of Act</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Review by ADT</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Number of applications for review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications by access applicants</td>
</tr>
<tr>
<td>Applications by persons to whom information the subject of access application relates (see section 54 of the Act)</td>
</tr>
</tbody>
</table>
**GIPA Impact**

The impact on the Authority’s activities and resources in meeting the requirements of the Act, incorporating GIPA Act amendments as well as processing GIPA applications, was significant during the reporting period. The reasons for the increase in activity included the following:

- Update and management of additional website pages;
- Review, update and upload of proactive and mandatory release publications;
- Amend and finalise internal GIPA policies and procedures based on GIPA experience, Knowledge Updates and related advice from the Office of the Information Commissioner, GIPA Act amendments; and
- Organizational awareness training on GIPA.

In the preceding financial year (2010/2011), the Authority received three (3) formal access applications and 14 informal applications under the GIPA Act.

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

Enquiries and applications should be referred to:

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

**Personal Information and Privacy Protection Act (PIPPA)**

In accordance with PIPPA, the Authority has developed a Privacy Management Plan. The Plan was lodged with the Privacy Commissioner in 2002. The Authority’s Privacy Management Plan is available on the Authority’s website.

The Plan sets out the core business and functions of the Authority and refers to information protection principles and procedures for internal review. The Plan includes a table documenting the Authority’s processes for the handling of personal information.

No applications for personal information, amendment of personal information or reviews were received in the financial year 2011/2012.

**Funds granted to non-government community organisations**

During the 2011-12 financial year funds were granted as follows:

- Main Arena upgrade contribution by the Government of $25 million to the Royal Agricultural Society of NSW

**Guarantee of service**

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

**Human Resources**

Employees working for the Authority are employed within the Office of Communities which is part of the Department of Education and Communities, one of nine principal Departments comprising the public service.

The operation of the Authority’s performance management system continued to identify and focus employee efforts on SOPA’s organizational priorities. A staff survey confirmed consistent application of the performance management system within the organization.

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

The Authority reviewed and updated its Recruitment Procedures, Child Protection Policy, and Public Interest Disclosures Policy and Reporting Procedures.

A salary packaging seminar was also held for staff explaining the workings of salary packaging and why it may be tax effective for individuals in some circumstances. A superannuation seminar was also provided for staff with the purpose of updating amendments to the legislation and advising of options available to staff.

A two-week Christmas/New Year closedown was implemented to provide staff with the opportunity to spend time with family and friends during the holiday season, and as a means of reducing the organisation’s leave liability costs.

A bi-monthly Human Resource Management Bulletin was produced and circulated to staff.
Recruitment and Training
The Authority recruited for 33 positions during the year. Significant time and cost savings were achieved through the utilization of the public sector e-Recruitment system.

Training was provided for staff in relation to the commencement of the new Work Health and Safety Act and amendments to the Public Interest Disclosures Act, as well as in the areas of Organisational Relations, Staff Communication and awareness and prevention of Bullying and Harassment.

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

Staff attended a variety of other training courses, seminars and conferences during the year, reflecting the occupational and functional diversity within the organization.

A skills analysis project was undertaken to identify and prioritise future training needs. Results are currently being assessed.

Industrial Relations
There were no industrial disputes during the year.

Negotiations were finalised with the Union for variations to the Sydney Olympic park Aquatic, Athletic and Archery Centre Award, including a 2.5% salary increase effective from July 2012.

The Sports Centre Casual Event Staff Award was varied to provide wage increases to Event Staff.

Salary Award increases for other Authority staff were in line with the Crown Employees (Public Sector – Salaries 2008) Award.

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

Work Health and Safety
The Authority
The Authority reviewed its Work Health and Safety Policy and procedures in light of the commencement of the Work Health and Safety Act. Awareness sessions were also held for staff.

An independent WH&S management system assessment was also undertaken and found appropriate systems and reporting to be in place.

No significant lost time or major injury workers’ compensation claims were incurred during the year.

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

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

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

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

The Authority’s Staff Wellbeing Committee (comprising staff representatives from each area of the organization) met regularly during the year. The Committee is a vehicle for seeking employees’ views and facilitating feedback between staff and management on staff welfare, amenity and general wellbeing issues.

NSW Action Plan For Women
The following actions have been taken in relation to the objectives in the Action Plan for Women
• The Authority facilitated participation by nine women in the 12 week Drive Your Career Program. The program is designed to support women in the public sector in their career development.

• The Authority facilitated a Women’s Sports Festival within the Park to promote women’s sport and encourage participation. Major highlights included the Breakfast launch and the “Gear Up Girl’ cycling event, the AFL ‘Women’s Big Kick’ Program, Netball Clinic and a women’s pro circuit international tennis tournament.

• Opportunities were provided for women to act in higher level positions and an external career development secondment was approved.

• Lunchtime pilates and exercise classes were arranged as a women’s health initiative

• Provision of a private space for lactation breaks

• A number of flexible working arrangements were approved to assist women balance family and work responsibilities, including flexible working hours, part time work, job sharing, and working from home.

• Continued representation of women on major committees and working groups

Land disposal
Development rights were granted to Capital Corporation Properties Pty Ltd over Sites 43/44, located on the corner of Australia Avenue and Herb Elliot Avenue. Capital Corporation Properties Pty Ltd propose to develop a commercial office building over three stages totalling 42,000 square metres.

Legislative change
Following the review of Sydney Olympic Park Authority Act 2001 (SOPA Act) and Sydney Olympic Park Authority Regulations 2007 (SOPA Regulations) required under s89 of the SOPA Act, the Sydney Olympic Park Authority Amendments Act 2010 (Amendment Act) was enacted and amendments under the Amendment Act are now in force.

The amendments to the SOPA Regulations will be made along with the remaking of the SOPA Regulations, following its repeal due 1 September 2012 under s10(2) of the Subordinate Legislation Act 1989. The amendments are as follows:

• the definition of ‘sportsground’ is amended to cater for changes to venue names from time to time

• an offence under s67 of the SOPA Act (Use of name Sydney Olympic Park) is now included in Schedule 1 as a penalty notice offence, enabling an infringement notice of $250 to be issued in lieu of applying penalty units up to $22,000.

Major capital works
During 2011–12, key capital works projects were undertaken throughout the Park. These delivered an important program of asset creation and replacement, resulting in significant improvements to the amenity of the parklands and key areas of infrastructure in the town centre.

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset replacement</td>
<td>2.398m</td>
</tr>
<tr>
<td>Minor works</td>
<td>2.344m</td>
</tr>
<tr>
<td>Minor – Aquatic and Athletic Centres</td>
<td>2.060m</td>
</tr>
<tr>
<td>Blaxland Riverside Park Playground</td>
<td>4.950m</td>
</tr>
<tr>
<td><strong>Total funding by Treasury</strong></td>
<td><strong>11.752m</strong></td>
</tr>
<tr>
<td>External contributions – Childcare Centre, Australia Avenue</td>
<td>2.000m</td>
</tr>
<tr>
<td>Developer funded infrastructure works</td>
<td>5.187m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18.939m</strong></td>
</tr>
</tbody>
</table>

Official overseas visits undertaken by Sydney Olympic Park Authority employees
There were three official overseas visits undertaken during the period.

In response to an invitation from Netball Australia, Alan Marsh, The Chief Executive Officer and Ross Coggan, the Authority’s Executive Manager, Sydney Olympic Park Authority Sports travelled to Singapore over the period 3-10 July 2011 to attend the World Netball Championships.

Netball Australia, as the host of the 2015 World Netball Championships, indicated that they considered it important that representatives of the Authority, as the venue for the 2015 event, travel to Singapore to witness the event and gain a first hand appreciation of the events scope and logistics. This was the last world Championships to be held before the 2015 event. Travel and accommodation costs for the trip were $6,702.
As part of preparation for a bid to host future Asia-Pacific ESPN X-Games in Sydney, Tony Houlias, the Authority’s Executive Manager, Sports Development, travelled to California over the period 28 July – 2 August 2011, to observe the event and participate in a bid workshop for prospective event hosts.

Attendance at the event and bids workshop allowed Sydney to present a bid to host the 2013, 2014 and 2015 events. Travel and accommodation costs for the trip were $5,590.

In response to a request from the Construction Futures division of the Economics Unit at Experian in the United Kingdom, Alan Marsh, the Authority’s Chief Executive Officer, travelled to London over the period 13-17 June 2012, to deliver a paper to the ‘Euroconstruct’ conference.

Mr Marsh presented ‘the ability of major sporting events to catalyse urban regeneration’ to the conference and inspected the London 2012 Olympic precinct and the 02 Stadium venue as a guest of the conference organisers and London 2012 Organising Committee.

Travel and accommodation costs were met by Experian.

### Payment performance indicators

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

<table>
<thead>
<tr>
<th>Quarter Ended</th>
<th>Current (within due date)</th>
<th>Less than 30 days overdue</th>
<th>Between 31 &amp; 60 days overdue</th>
<th>Between 61 &amp; 90 days overdue</th>
<th>More than 90 days overdue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>At 30 September 2011</td>
<td>1490</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>At 31 December 2011</td>
<td>481</td>
<td>36</td>
<td>24</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>At 31 March 2012</td>
<td>11</td>
<td>17</td>
<td>0</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>At 30 June 2012</td>
<td>6</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>23</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Quarter Ended</th>
<th>Accounts paid on time target %</th>
<th>Accounts paid on time actual %</th>
<th>Amount paid on time $’000</th>
<th>Total amount paid $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 30 September 2011</td>
<td>95</td>
<td>96</td>
<td>48,400</td>
<td>49,031</td>
</tr>
<tr>
<td>At 31 December 2011</td>
<td>95</td>
<td>97</td>
<td>29,351</td>
<td>29,810</td>
</tr>
<tr>
<td>At 31 March 2012</td>
<td>95</td>
<td>97</td>
<td>19,125</td>
<td>20,143</td>
</tr>
<tr>
<td>At 30 June 2012</td>
<td>95</td>
<td>98</td>
<td>33,509</td>
<td>35,129</td>
</tr>
</tbody>
</table>

No suppliers requested or were reasonably entitled to penalty interest for the year.
Executive remuneration and performance statement
CES/SES officers level 5 and above

Name
Mr Alan Marsh

Position and level
Chief Executive Officer Level 7

Period in position
From 1 July 2011 to 30 June 2012

Remuneration as at 30 June 2012
$337,629 per annum plus recruitment allowance of $30,000 per annum

Mr Marsh met the requirements of his performance agreement in accordance with his role as Chief Executive Officer of the Office of the Sydney Olympic Park Authority (the Authority).

The initiatives, actions and strategies of the Authority undertaken and progressed during the year under Mr Marsh are set out below.

They are in keeping with the Authority’s role of managing and developing the Park as a major urban centre, with the focus on sustainable urban development and parklands protection and enhancement.

Significant outcomes/achievements during the year included:

• Completion and opening of the final works for Blaxland Riverside Park, a major regional play space in western Sydney.
• Managed the Government’s interests in relation to the $65 million upgrade of the Showground Arena that has become the home to the new Western Sydney Giants AFL team.
• Effective management of $1.8 billion of public assets, and achievement of a targeted increase in revenue as a percentage of operating expenditure.
• The first residents in the Park moved into the 24 storey Australia Towers (Stage 1). The development application for Stage 2 (24 storey) for an additional 287 apartments was approved.
• Practical completion and occupancy took place for a new six storey commercial office building (Site 60) with ground floor retail space.
• Substantial completion of 77 serviced apartments (Quest Apartments) with basement parking, and a six storey commercial office building with ground floor retail space (Site 8B), occurred.
• Amended development consent was obtained for a dual tower commercial development incorporating 24,000 sqm of floor space (Site 4B).
• Development application lodged for a 16,000 sqm commercial office building with ground floor retail (Site 43-44).
• Expression of Interest sought for Sydney Olympic Park Ferry Wharf residential development.
• Oversight of precinct operations and working with the Homebush Motor Racing Authority for the successful staging of the Sydney 500 V8 motor race which attracted large crowds over the three-day event.
• Continued leadership of the Sydney Olympic Park Sustainability Advantage cluster, incorporating other major businesses, to improve business sustainability across a number of key areas – resource efficiency, environmental responsibility, and supply change.
• Facilitated the installation of traffic lights at the intersection of Birnie Avenue and Edwin Flack Avenue to improve traffic flow at a major entry point into the precinct.
• Energy-efficient light fittings are being progressively installed in the over 1,500 streetlights and 5,000 car park lights across Sydney Olympic Park as part of a long-term drive to reduce energy consumption, greenhouse gas emissions and costs. The relamping of lights over the past year is anticipated to result in energy savings of 173,000kWh per year.
• 36,053 kilolitres of leachate from the Park’s 10 landfills was transferred to a liquid waste plant for treatment, and 3,517 kilolitres was bioremediated on site. The Authority is working towards progressively introducing wetland bioremediation treatment systems for each of the Park’s landfills, to avoid the need for off site leachate treatment and disposal.
• Implementation of comprehensive ecological management programs to continue to conserve and enhance the Park’s biodiversity, including continuation of the Scientists in Residence program in partnership with the University of Newcastle to research the conservation ecology of the endangered Green and golden bell frog.

• SOPA hosted the inaugural Youth Eco Summit, a two day series focusing on sustainable living. The Summit was attended by 2,000 students from 45 schools across Sydney.

• Major improvements within SOPA’s sports venues including expansion of the Aquatic Playground surrounds, family change room refurbishment and increase in the number of change rooms at the Aquatic Centre, installation of a live energy monitoring system to monitor energy and water usage at the Aquatic and Athletic Centres, installation of floodlights at Wilson Park, new sports floor installed in the Sports Halls, and installation of wireless internet infrastructure at the Sports Centre.

• Sydney Olympic Park’s Lifestyle program membership base has over 5,700 members in 55 organisations. The member benefits program delivered over 170 benefits to onsite employees and residents this year, with over 75% of businesses within the Park now providing Lifestyle offers.

Benefits included subsidised social sports competitions and other team-building activities, discounted access to facilities, food and beverage outlets and retailers, as well as free and discounted tickets to events at the Park.

The program continues to create a more rewarding environment, attracting and retaining employees, investors and tenants and contributes to the growth and sense of community within the Park.

• Delivery of the Arts and Culture program including the hosting of artists in residence, the programming of public participation activities including creative writing, dancing, printmaking and filmmaking workshops, and the successful presentation of events and exhibitions such as Operation Art, Designing Your Future, ARTEXPRESS at the Armory and EXCAVATION: The Armory Exhibition 2012.

• A program of Signature Events was developed and delivered. These included River Rhythms, Kids in the Park, Movies by the Boulevard and Australia Day celebrations. The demand for community participation at Sydney Olympic Park is still growing and community-based events are held on almost a weekly basis, ranging from small picnics and walkathons such as The Walk to d’Feet Motor Neuron Disease, to larger more complex events such as Million Paws Walk, Unity Walk and Run for Parkinson’s, Convoy for Kids, City of Sydney Spring Cycle, India Australia Friendship Fair and Boishaki Mela.

• The capital program for 2011–12 delivered a diverse range of new capital works and asset replacement projects within program and budget. The new capital works include: the construction of the final two stages of the Blaxland Riverside Park Regional Playground; the extension of Murray Rose Avenue in conjunction with the redevelopment of Master Plan Site 60; the signalisation of the Edwin Flack and Birnie Avenues intersection; the renewal of the car parking operating system at the P5 Car Park; and, new street naming signage in the Town Centre.

There was also an extensive range of asset replacement and refurbishment projects such as: the reinstatement of the seawall at the Armory Wharf; the road resurfacing of sections of Olympic Boulevard and Birnie Avenue; the replacement of the electrical distribution boards at the Sports Centre; the replacement of the Rail Station platform lighting; stormwater drainage remediation in the Sports Education precinct; and the replacement of The Lodge building roofs in the Armory.

• The Park played host to almost 12 million people during the year, including 2.7 million visits to the Parklands.

• In excess of 28,000 school students participated in the Authority’s Schools’ Education Program during the year. The environmental education-based program draws on the Board of Studies syllabus and is centred around the Parklands.

• In difficult economic conditions, new business events valued at $2.38 million were secured for Sydney Olympic Park venues, involving visitation of 716,000 at 2,844 business events.
• Consolidation and strengthening of business and working relationships with Park stakeholders including venue operators, the Sydney Olympic Park Business Association, local, state and federal governments, sporting bodies, and environmental organisations.

• Managed the Government’s lease interest in the ANZ Stadium and Allphones Arena.

Protected Disclosures

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

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

No disclosures were reported during the reporting period.

Publications

Throughout the 2011-12 period, Sydney Olympic Park Authority produced and distributed a range of publications, statutory reports, corporate brochures and flyers. Key publications are available on the Authority’s website at: http://www.sopa.nsw.gov.au/resource_centre/publications

Multicultural services program

Sydney Olympic Park Authority attaches high priority to the promotion of cultural diversity. Initiatives undertaken in this area during 2011-12 included:

• The Authority worked collaboratively with Auburn Council in staging Australia Day 2011 celebrations, including an outdoor citizenship ceremony. The celebrations featured food, music and performance contributions from a number of cultural groups.

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

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

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

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

India-Australia Friendship Fair

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

Boishaki Mela

Bengali New Year Celebrations 2011 were held in April at the Sydney Athletic Centre with some 70 food and arts and craft stalls, children’s rides, and traditional Bengali music and dance performances. The event corresponded to the beginning of a new century in the Bengali calendar. The festival, which has become an annual event, has grown to be the largest and most vibrant event for the Bengali community of Sydney. Over 12 000 people attended. 2011 marked the sixth year the event has been held at Olympic Park.

Basant

A kite festival was held in May 2011 to celebrate with the Afghani community. Fighting Kites were flown in Cathy Freeman Park and traditional music was played.

River Rhythms

The autumn and spring series of River Rhythms was held at the wharf at the Armory on each Sunday in March and April and showcased the rich diversity of musical styles from around the world, including reggae, gospel, jazz, swing, and folk.
EID Prayers
Members of the community from the Belmore Islamic Centre came to Olympic Park for prayers at the end of Ramadan in August. These prayers mark a significant time in the Islamic calendar and are traditionally said in the outdoors.

Future plans
The Authority will continue to seek and support:
- the staging of major ethnic community events, festivals and celebrations within the Park;
- continued engagement of the local and ethnic community and use of the ethnic media; and
- the staging of an Australia Day 2013 event in partnership with Auburn Council which celebrates the diversity of the local community.

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

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

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

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

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

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

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

Internal Audit and Risk Management Statement for the 2011-12 Financial Year for Sydney Olympic Park Authority
I, Alan Marsh am of the opinion that the Sydney Olympic Park Authority has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

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

The Chair and Members of the Audit and Risk Committee are:
- John Coates AO independent Chair (1/1/08 to 31/12/10 and 1/1/11 to 31/12/13)
- Liz Ellis AO independent Member (1/1/08 to 31/12/10 and 1/1/11 to 31/12/13)
- David Baffsky AM, independent Member (26/10/09 to 30/6/12).

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

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

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

Date:
# Sydney Olympic Park Authority – EEO Groups Trends

## Current Selections

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Reporting Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education &amp; Communities</td>
<td>Sydney Olympic Park Authority (Entity)</td>
</tr>
</tbody>
</table>

## 1. Size of Agency (Headcount)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>% Change 2011 to 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount at Census Date</td>
<td>128</td>
<td>129</td>
<td>439</td>
<td>240.31%</td>
</tr>
<tr>
<td>Non-casual Headcount at Census Date</td>
<td>112</td>
<td>117</td>
<td>203</td>
<td>73.50%</td>
</tr>
</tbody>
</table>

## 2. EEO Survey Response Rate

<table>
<thead>
<tr>
<th>Non-casual Headcount at Census Date</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-casual EEO Survey Respondents at Census Date</td>
<td>112</td>
<td>117</td>
<td>203</td>
</tr>
<tr>
<td>Response Rate</td>
<td>72.32%</td>
<td>71.79%</td>
<td>82.76%</td>
</tr>
</tbody>
</table>

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

## 3. EEO Actual Staff Numbers (Non-casual Headcount at Census Date)

<table>
<thead>
<tr>
<th>Remuneration Level of Substantive Position</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Staff (Men &amp; Women)</td>
</tr>
<tr>
<td>$0 - $40,662</td>
<td>2</td>
</tr>
<tr>
<td>$40,662 - $53,407</td>
<td>37</td>
</tr>
<tr>
<td>$53,407 - $59,705</td>
<td>28</td>
</tr>
<tr>
<td>$59,705 - $75,552</td>
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<tr>
<td>$75,552 - $97,702</td>
<td>50</td>
</tr>
<tr>
<td>$97,702 - $122,128</td>
<td>50</td>
</tr>
<tr>
<td>$122,128 &gt; (Non SES)</td>
<td>8</td>
</tr>
<tr>
<td>$122,128 &gt; (SES)</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>203</strong></td>
</tr>
</tbody>
</table>
### 4. EEO Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date)

<table>
<thead>
<tr>
<th>Remuneration Level of Substantive Position</th>
<th>Actual</th>
<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Staff (Men &amp; Women)</td>
<td>Respondents</td>
</tr>
<tr>
<td>$0 - $40,662</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>$40,662 - $53,407</td>
<td>37</td>
<td>27</td>
</tr>
<tr>
<td>$53,407 - $59,705</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td>$59,705 - $75,552</td>
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<td>$75,552 - $97,702</td>
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<tr>
<td>$97,702 - $122,128</td>
<td>50</td>
<td>43</td>
</tr>
<tr>
<td>$122,128 &gt; (Non SES)</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>$122,128 &gt; (SES)</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>203</strong></td>
<td><strong>168</strong></td>
</tr>
</tbody>
</table>

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

Note 2: Respondents are classified as employees who have provided an answer for any of the EEO questions, whether they have chosen to withdraw their response or not i.e. all employees who do not have “missing” as their response.

Note 3: As EEO reporting is based on headcount, figures are rounded to the nearest whole number after all calculations have been made.

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

### 4a. EEO Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date) as Percentage

<table>
<thead>
<tr>
<th>Remuneration Level of Substantive Position</th>
<th>Actual</th>
<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Staff (Men &amp; Women)</td>
<td>Respondents</td>
</tr>
<tr>
<td>$0 - $40,662</td>
<td>2</td>
<td>50.0%</td>
</tr>
<tr>
<td>$40,662 - $53,407</td>
<td>37</td>
<td>73.0%</td>
</tr>
<tr>
<td>$53,407 - $59,705</td>
<td>28</td>
<td>89.3%</td>
</tr>
<tr>
<td>$59,705 - $75,552</td>
<td>25</td>
<td>88.0%</td>
</tr>
<tr>
<td>$75,552 - $97,702</td>
<td>50</td>
<td>88.0%</td>
</tr>
<tr>
<td>$97,702 - $122,128</td>
<td>50</td>
<td>86.0%</td>
</tr>
<tr>
<td>$122,128 &gt; (Non SES)</td>
<td>8</td>
<td>62.5%</td>
</tr>
<tr>
<td>$122,128 &gt; (SES)</td>
<td>3</td>
<td>33.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>203</strong></td>
<td><strong>82.8%</strong></td>
</tr>
</tbody>
</table>

Note 1: Estimated percentages are calculated in a similar manner to the estimated figures in Table 4, only they are expressed as a percentage i.e. Estimated Percentage of People with a Disability from salary band 1 = (Actual number of People with a Disability from salary band 1/Total number of respondents from salary band 1).

Note 2: Percentages are based on unrounded calculations, therefore don’t directly match up with the rounded figures in Table 4.
### 5. Parliamentary Annual Report Tables

#### 5a. Trends in the Representation of EEO Groups

<table>
<thead>
<tr>
<th>EEO Group</th>
<th>Benchmark / Target</th>
<th>Percentage of Total Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>Women</td>
<td>50%</td>
<td>46.4%</td>
</tr>
<tr>
<td>Aboriginal people and Torres Strait Islanders</td>
<td>2.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>People whose first language was not English</td>
<td>19.0%</td>
<td>15.9%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>n/a</td>
<td>1.1%</td>
</tr>
<tr>
<td>People with a disability requiring work-related adjustment</td>
<td>1.5%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

#### 6. Representation of EEO Groups

<table>
<thead>
<tr>
<th>EEO Group</th>
<th>Benchmark</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50%</td>
<td>46.4%</td>
<td>44.4%</td>
<td>41.4%</td>
</tr>
<tr>
<td>Aboriginal people and Torres Strait Islanders</td>
<td>2.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.6%</td>
</tr>
<tr>
<td>People whose first language was not English</td>
<td>19.0%</td>
<td>15.9%</td>
<td>18.9%</td>
<td>16.5%</td>
</tr>
</tbody>
</table>

**Note 1:** 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.

**Note 2:** The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.
<table>
<thead>
<tr>
<th>GRI performance indicators</th>
<th>Report section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 CEO statement</td>
<td>CEO’s Report</td>
</tr>
<tr>
<td>2.1 Name of the organisation</td>
<td>Sydney Olympic Park Authority</td>
</tr>
<tr>
<td>2.2 Primary brands, products or services</td>
<td>About Us</td>
</tr>
<tr>
<td>2.3 Operational structure of the organisation</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>2.4 Location of the organisation’s headquarters</td>
<td>Sydney Olympic Park, Australia</td>
</tr>
<tr>
<td>2.5 Number of countries where the organisation operates</td>
<td>Australia only</td>
</tr>
<tr>
<td>2.6 Nature of ownership and legal form</td>
<td>Government agency</td>
</tr>
<tr>
<td>2.7 Markets served</td>
<td>About Us</td>
</tr>
<tr>
<td>2.8 Scale of the reporting organisation</td>
<td>Appendices</td>
</tr>
<tr>
<td>2.9 Significant changes during the reporting period: size, structural, ownership</td>
<td>CEO’s Report</td>
</tr>
<tr>
<td>2.10 Awards received during the reporting period</td>
<td>Nil</td>
</tr>
<tr>
<td>3.1 Reporting period</td>
<td>1 January – 31 December 2011</td>
</tr>
<tr>
<td>3.2 Date of most recent report, if any</td>
<td>31 October 2010</td>
</tr>
<tr>
<td>3.3 Reporting cycle</td>
<td>Annual</td>
</tr>
<tr>
<td>3.4 Contact person for questions regarding the report or its contents</td>
<td>Financial Statements and Appendices</td>
</tr>
<tr>
<td>3.5 Process for defining report content</td>
<td>NSW Annual Reports (Statutory Bodies) Act 1984</td>
</tr>
<tr>
<td>3.6 Boundary of report</td>
<td>NSW Annual Reports (Statutory Bodies) Act 1984</td>
</tr>
<tr>
<td>3.7 State any specific limitations on the scope of the report</td>
<td>Nil</td>
</tr>
<tr>
<td>3.8 Basis for reporting on joint ventures</td>
<td>Not applicable</td>
</tr>
<tr>
<td>3.10 Explanation of the effect of any restatements</td>
<td>Nil</td>
</tr>
<tr>
<td>3.11 Significant changes from previous reporting</td>
<td>Nil</td>
</tr>
<tr>
<td>3.12 Table identifying the location of the Standard Disclosure in the report</td>
<td>Not applicable</td>
</tr>
<tr>
<td>4.1 Governance structure of the organisation</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>4.2 Is chair of Governance also an Executive Officer</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>4.3 For organisations with a unitary board structure, state number of members</td>
<td>The Board</td>
</tr>
<tr>
<td>4.4 Mechanisms for shareholders and employees to provide recommendations or direction</td>
<td>Appendices</td>
</tr>
<tr>
<td>4.14 Stakeholder engagement – list of stakeholders</td>
<td>About Us</td>
</tr>
<tr>
<td>4.15 Basis for identification and selection of stakeholders</td>
<td>About Us</td>
</tr>
<tr>
<td>EN3 Direct energy consumption by primary energy source</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN5 Energy saved due to conservation and efficiency improvements</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN8 Total water withdrawal by source</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN10 Percentage and total volume of water recycled and reused</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN11 Location and size of land owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN13 Habitat protected or restored</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN14 Strategies, current actions, and future plans for managing impacts on biodiversity</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN16 Total direct and indirect greenhouse gas emissions by weight</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN18 Initiatives to reduce greenhouse gas emissions and reductions received</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN21 Total water discharge by quality and destination</td>
<td>State of Environment Report</td>
</tr>
<tr>
<td>EN22</td>
<td>Total weight of waste by type and disposal method</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>EN23</td>
<td>Total number and volume of significant spills</td>
</tr>
<tr>
<td>EN28</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations</td>
</tr>
<tr>
<td>EN29</td>
<td>Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce</td>
</tr>
<tr>
<td>EC1</td>
<td>Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and government</td>
</tr>
<tr>
<td>LA1</td>
<td>Total workforce by employment type, employment contract, and region</td>
</tr>
</tbody>
</table>