

OFFICE OF SPORT ANNUAL REPORT

2016-17



LETTER OF SUBMISSION



31 October 2017

The Hon Stuart Ayres MP
Minister for Sport
Minister for Western Sydney
Minister for WestConnex
Level 19
52 Martin Place
Sydney NSW 2000

Dear Minister

In compliance with the terms of *the Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983* and regulations under those Acts, I submit the 2016-17 Office of Sport Annual Report for your presentation to the NSW Parliament.

The Office delivered strong operational performance and sound progress in implementing the strategic initiatives central to the achievement of our goals.

I am proud to acknowledge the commitment and professionalism of staff from across all the entities in the Office in delivering these results for the people of NSW.

Yours sincerely

A handwritten signature in black ink, consisting of a large, stylized 'M' followed by a horizontal line.

Matt Miller
Chief Executive
Office of Sport



CONTENTS

LETTER OF SUBMISSION

CONTENTS	4
1. 2016-17 AT A GLANCE	5
2. OFFICE OF SPORT STRATEGIC INTENT	6
3. OUR 2016-17 PERFORMANCE	7
3.1 Strategic Overview	7
3.2 Places and Spaces	11
3.3 Sector Performance	14
3.4 Participation	19
3.5 High Performance Sport	27
3.6 Our Capability	30
4. FINANCIAL REPORT	35
4.1 Financial Statements	40
5. GOVERNANCE AND CHARTER	76
6. APPENDICES	78
A Management Structure at 30 June 2017	78
B Human Resources	81
C Disability Inclusion Action Plan	84
D Legal Change	85
E Consultants	87
F Overseas Travel	88
G Payment of Accounts	89
H Privacy and Personal Information	91
I Public Access to Information	91
J Internal Audit and Risk Management Statement	96
K Certificate of Currency	97
L Digital Information Security Policy Attestation	98
M Corporate Purchase Card Certification	99
N Consumer Response	100
O Grants	101

1. 2016-17 AT A GLANCE

PLACES AND SPACES

Stadia attendances

- 3.4 million people attended sport and entertainment events at the Government's major stadia, an increase of 4 per cent over 2015-16 excluding Parramatta Stadium (under redevelopment in 2016-17)

Stadia profitability

- \$44.3 million EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) from operations of the Government's major stadia, compared with \$44.6 million in 2015-16 (including the newly acquired Stadium Australia but excluding Parramatta Stadium which was under redevelopment in 2016-17)

Community sport infrastructure funding

- \$11.2 million grant funding for community sport facilities

Capital works

- \$7.7 million expended on asset maintenance and minor upgrade works at Sport and Recreation Centres and Olympic Sport Venues

SECTOR PERFORMANCE

Sector satisfaction

- 80 per cent of State Sporting Organisations are satisfied or very satisfied with the quality of advice and support from the Office of Sport

Sport development funding

- \$8 million provided to NSW sporting organisations for sport development initiatives

PARTICIPATION

NSW participation

- 59 per cent of adults and 21 per cent of children participated in recommended levels of physical activity in 2016

Sport and Recreation Centres participation

- 211,000 children and adults participated in programs at Centres, an increase of 3 per cent over 2015-16

Olympic Sport Venues participation

- 209,000 adults and children participated in programs at the Olympic Sport Venues, an increase of 18 per cent over 2015-16

HIGH PERFORMANCE SPORT

High performance funding

- \$15.9 million provided to the NSW Institute of Sport and Regional Academies of Sport to support pre-elite and elite high performance sport programs, an increase of 19 per cent over 2015-16

OUR CAPABILITY

Employee engagement

- Employee engagement remained steady at 67 per cent

2. OFFICE OF SPORT STRATEGIC INTENT

OUR VISION

A valued and vibrant sport and active recreation sector that enhances the lives of the people of NSW.

WHAT WE DO

We provide leadership and support to the sector to enhance its performance and sustainability.

The Office of Sport is responsible for planning, managing and delivering high quality venues and facilities, sport and active recreation development programs, and high performance sport while ensuring ongoing sport integrity and safety.

We provide an oversight and coordination role for Government sport-related entities to enhance coherence of strategy, activities and investments in the sector.

STRATEGIC PRIORITIES

The Office of Sport's strategic priorities are to:

- Provide high quality venues and facilities
- Enhance sector performance and sustainability
- Participate in sport and active recreation
- Improve the NSW high performance sport system
- Enhance Office of Sport capability to deliver its agenda

We believe that by embracing these strategic priorities and working collaboratively with the sector and other government agencies and partners, we can better realise the benefits that the sector can contribute to the people of NSW.

The Office contributes to the following *Premier's Priorities in Action*:

- Building infrastructure
- Creating jobs
- Tackling childhood obesity
- Improving education outcomes
- Protecting our kids

Our strategic agenda also contributes to the following outcomes:

- Improved health
- Productive people
- Strong economy
- Strong communities
- Liveable cities and towns
- Sustainable environment

The main clients, sector partners and stakeholders of the Office are:

- Sports fans and participants in sport and active recreation
- Elite athletes and professional sporting groups
- State, national and international sporting organisations
- Peak national sports bodies
- Clubs, associations and community sport and recreation groups
- Tenants and users of our venues and facilities
- Volunteers in sport and active recreation
- Local, state and commonwealth government agencies
- Sport and active recreation businesses
- Schools and school students
- State, national and international event organisations



3. OFFICE OF SPORT PERFORMANCE

3.1 STRATEGIC OVERVIEW

OPERATING CONTEXT

The sport and active recreation sector, like many other sectors, continued to confront the impacts of disruptive change and adapt to emerging societal shifts. The sector challenges highlighted in last year's Annual Report remained pertinent in 2016-17.

Participation

Despite an increasing public dialogue on the significant health issues facing the Australian community and the clear health benefits from increased physical activity, engaging more people in sport and active recreation continues to be a major challenge.

Only six in 10 NSW adults and around one in five children are undertaking recommended levels of regular physical activity. A contributing factor to these lower than desirable participation levels is the low level of awareness of recommended levels of physical activity, with almost half of adults and children are unaware of the recommended levels.

Societal shifts are challenging the effectiveness of current approaches to increasing participation in physical activity, with sports having to respond to new and different participant requirements and trends toward greater participation in non-organised sport and active recreation.

Encouragingly, sports are responding to these challenges and there is an emerging collaboration between active recreation organisations, local government, and the sport sector. The Government is also leading an increased number of collaborative actions to tackle these health related issues, leveraging the contribution the sport and active recreation sector can make. The school system remains a critical part of strategies to drive an increase in physical activity and there is an emerging interest in cross-sector collaboration between the health, education and sport and active recreation sectors in tackling physical literacy deficits.

Places and Spaces

Providing access to places and spaces for participation in sport and active recreation remains an ongoing challenge. Population growth, higher densities associated with urban renewal, and ageing facilities are focusing increased attention on this issue.

There is an emerging recognition of the importance of effectively managing the intersections between land use planning, community liveability, and sport and active recreation. During 2016-17 there was a strengthening of the collaboration between local government and the Office of Sport in relation to future planning needs for sport infrastructure and facilities.



NSW's success in attracting an increased number of major events, rising expectations of spectators and fans, and competition from new stadiums in other states is generating demand for increased capacity and improvements to NSW's ageing stadia network.

Given the scale of public investment required to deliver this enhanced stadia network is significant and subject to competition from other large government infrastructure projects, achieving increased attendances at sporting events will be an important outcome from these investments.

Women's Sport

It has been a watershed year for women's sport.

Coupled with the international success of the Matildas, the Pearls and our female Olympians, netball, AFL, and cricket have had enormous success with their national women's leagues with record crowds, unprecedented broadcast deals, large television audiences and digital engagement.

The rapid rise in the importance, influence and value of female fans has seen a distinct shift in the sports marketing landscape. Sporting codes are realising the commercial and social value of engaging with women and the power of female role models.

Women's sport is also providing a stronger connection between businesses and brands wanting to tap into values-based positioning. This rise in profile is providing renewed impetus to promote increased participation by women and girls in all aspects of sport.

Sport Integrity

Sport integrity issues were again prominent.

Concerns relating to drug use, salary cap breaches, racial abuse, poor player and parent behaviour, and match-fixing brought the sport sector's reputation under question and reinforced the importance of programs by governments and sports to address these matters.

Match-fixing attempts persist through domestic regulated bookmaking channels and the use of offshore platforms by domestic gamblers is expanding rapidly. Intelligence indicates that there is the potential for match-fixing to occur at most levels of competition where betting is available.

The *Royal Commission into Institutional Responses to Child Sexual Abuse* further elevated the importance of safeguarding children in sport and highlighted the importance of having strong and effective State Sporting Organisations (SSO's) and clubs with better practices and procedures to safeguard children in sport.



National reform

There were significant changes in the national sporting landscape, reflected in the announcement of the Australian Government's initiative to develop a National Sport Plan, reviews of the role and strategic direction of the Australian Sports Commission and the Australian Institute of Sport, and Commission-led reforms including national sporting organisation governance reform.

Australia's high performance system came under increased scrutiny following an overall below par outcome at the 2016 Rio Olympic Games. The need for reforms of the national high performance system included consideration of the effectiveness and efficiency of the National Institutes Network model which includes the NSW Institute of Sport, as well as the effectiveness of high performance pathways that underpin the elite level.

OFFICE OF SPORT PERFORMANCE

During 2016-17 the Office focused on the activation of its strategic agenda developed over the last two years, while continuing to deliver business as usual activities. Consistent with our new direction, we shifted the focus of our efforts to include more planning, coordination, influencing and sector guidance.

In activating our strategic agenda, we launched 27 strategic initiatives, most involving multi-year horizons and collaboration across the Office of Sport cluster entities and other sector partners.

Building and sustaining highly effective relationships with key sector partners and stakeholders is a critical factor in the Office successfully implementing its strategic agenda.

In 2016-17 we maintained our strong relationship with Sport NSW and enjoyed continuing strong support from SSOs, with 80 per cent 'satisfied' or 'very satisfied' with the quality of Office advice and support and 90 per cent 'satisfied' or 'very satisfied' with the level of engagement.

We developed stronger relationships with key NSW Government agencies, peak active recreation bodies and local government. Through these relationships we collaborated on strategic priorities for Government including tackling childhood obesity, building infrastructure, increasing tourism and enhancing community liveability.

We continued to focus strongly on infrastructure and facilities. Important work on stadia governance reform and development of a new commerciality framework for managing state-owned stadia were completed. Sound progress was achieved on feasibility and business case development work on proposals for Stadium Australia redevelopment and a new indoor arena. We also continued to develop and use our *Future Needs of Sport Infrastructure Study* evidence-base to inform planning and prioritisation of community sport infrastructure and facilities investments. Sports and local governments greatly valued the coordination and insights provided by the Office through this work.

Sport and Recreation Centres reform considerations morphed into development of broader service delivery reform encompassing two distinct strands; *Modernising and Optimising Centres* and a new model for regional sport delivery involving Office of Sport regional offices and Centres, Regional Academies of Sport and the potential contribution of other sector partners within each region. New regional sport and active recreation plans being developed collaboratively with local governments and other sector partners will inform service requirements based on local community needs.

Realigning our capability to deliver our ambitious agenda while activating the plan has provided some challenges.

Staff support for the Office's new direction remained high. Employee engagement remained steady at 67 per cent, marginally above the overall NSW public sector average but below our target of 80 per cent. Improvements in some key leadership drivers of engagement were offset by uncertainties relating to the impacts of business transformation.

Important foundation work on addressing information system legacies commenced during the year, enhancing business planning, developing a robust performance measurement system and exploring opportunities for shared back office services to improve cost-effectiveness of corporate support services. The Office also initiated a business performance improvement program linked to the *Australian Business Excellence Framework*.

Operational Performance

Our operational performance continued to be strong with key program outputs met and performance improvements reflected in more cost-effective service delivery.

We continued our focus to improve customer satisfaction and driving increased utilisation of our Sport and Recreation Centres and Olympic Sport Venues. Increased utilisation is a key element in reducing the overall net cost of service for these facilities and their programs.

We also continued to provide strong sector support through funding, sport development programs, and leadership of activities relating to events activation, regulation and sport integrity. Of note was the leadership role taken by the Office in supporting women's sport.

Financial Performance

The Office again operated within its approved total expenditure budget of \$190.5 million without any negative impact across the forward estimates and delivered the capital program within the approved total capital budget of \$16.8 million. Savings targets were also successfully met through business transformation activities targeted to deliver greater operational cost-effectiveness.

In accordance with the *Public Finance and Audit Act 1983 (NSW)*, the Audit Office of NSW undertook the annual audit of the Office's financial statements. This audit resulted in an unmodified opinion.

Conformance

The Office of Sport effectively met government conformance requirements and other key compliance obligations. No obligations were rated as non-compliant and any financial management non-conformances were minor or non-material.

To facilitate effective conformance with key compliance obligations, the Office of Sport has established a Compliance Management Framework aligned to AS/ISO 19600:2015 *Compliance Management Systems*. The associated Compliance Register has been favourably benchmarked to other government agencies.

3.2 PLACES AND SPACES

Goal: Well managed facilities that meet the needs of users and investors

To ensure the provision of high quality venues and facilities, the Office of Sport:

- Engages with key planning agencies and the sector on the future planning and provision of facilities
- Informs infrastructure investment decisions through master planning and investment framework development
- Ensures facility standards meet best-practice needs of users and investors
- Manages asset maintenance and upgrades to maximise asset value and useful life
- Enhances the fan and user experience through insights from global best practice

Our Targets:

- 10 per cent increase in attendance at major stadia by 2025
- 5 per cent increase in operational profitability of the major stadia network by 2025

STADIA NETWORK PLANNING ACTIVATION

NSW Stadia Network

The current stadia network comprises of venues across NSW highlighted in the NSW Stadia Strategy Venues table (Figure A below).

FIGURE A: NSW STADIA STRATEGY VENUES

Stadium	Location	Capacity
Stadium Australia (ANZ)	Sydney Olympic Park	83,500
Sydney Cricket Ground	Moore Park	46,000
Sydney Football Stadium (Allianz)	Moore Park	45,500
Hunter Stadium (McDonald Jones)	Newcastle	33,000
Western Sydney Stadium	Parramatta	30,000
Sydney Showground Stadium (Spotless)	Sydney Olympic Park	24,000
Wollongong Stadium (WIN)	Wollongong	23,000

Comparison of actual performance of the stadia network across 2015-16 and 2016-17 financial years is complex given the loss of capacity due to redevelopment of Parramatta Stadium in 2016-17 and the Government's buy-back of Stadium Australia.

In 2016-17 a total 3.4 million people attended sporting and entertainment events at the major stadiums, up from 3.2 million in the previous financial year.

Operational profitability reflected in EBITDA outcomes also remained consistent at \$44 million for the venues managed by the Sydney Cricket and Sports Ground Trust and Venues NSW.

Network Redevelopment

Major stadia support the attraction and delivery of major sport and entertainment events which deliver significant economic benefits to NSW.

Factors driving the need to contemporise existing infrastructure and to strategically plan from a network perspective, include; population growth, the rise of women's sport, changing fan and participant expectations, competition in the national major event market from new venues, safety, security and operational issues related to aged infrastructure.

In 2016-17, the Office coordinated further work to implement the Government's *Rebuilding the Major Stadia Network in NSW* strategy and funding announced in 2015-16.

Planning for the new Western Sydney Stadium was finalised and construction commenced during the year under the leadership of Venues NSW. The stadium is due for completion in 2019.

Redevelopment options for Stadium Australia were investigated. Oversight of a cross government steering committee was established and led by the Office of Sport with representatives from Infrastructure NSW, Venues NSW and NSW Treasury.

The Office also worked collaboratively with the Sydney Cricket and Sports Ground Trust on redevelopment planning for the Sydney Cricket Ground and the Sydney Football Stadium.

Total expenditure in 2016-17 on the major stadia network redevelopment projects was \$21 million.

New Commerciality Framework

Following the Governments buy-back of Stadium Australia last year, the Government moved to enhance the stadia network performance through governance reforms including implementation of a commerciality framework and a stronger network focus to improve return on investment.

The Framework was developed in conjunction with the Sydney Cricket and Sports Ground Trust and Venues NSW. The Framework provides a strategic foundation for the network to operate in an efficient, coordinated and consistently strategic commercial manner that drives improved whole-of-government outcomes from the network, rather than from a single venue.

The Framework will guide decision-making in relation to commercial and operational decisions, including the negotiation of agreements, the bid process for events, operating models, and finance and investment decisions such as the future capital investment in the network.

Indoor Sports Arena Feasibility Study

The 2014 State Infrastructure Strategy Update prepared by Infrastructure NSW recommended that options be explored for a multi-use indoor arena in a strategic Sydney location.

As a part of its commitment to *Rebuilding the Major Stadia Network in NSW*, the Government allocated \$500,000 to the Office of Sport to complete feasibility, design and concept work for an indoor sports arena near the Sydney CBD.

The Office of Sport engaged an independent project team led by Deloitte Touche Tohmatsu to undertake a feasibility study for a new or redeveloped indoor arena.

The project commenced in January 2017. Key stakeholders consulted during development of the feasibility study included Tennis Australia, Basketball Australia, Basketball NSW, and a range of other indoor sports and entertainment providers.

Key Government stakeholders consulted included Urban Growth NSW, Destination NSW, Greater Sydney Commission, Treasury and Department of Premier and Cabinet.

The feasibility study is being finalised and will be presented to Government for further consideration.

FACILITIES PLANNING AND ACTIVATION

Future Needs of Sport Infrastructure (FNOSI)

In 2015-16 the Office of Sport created an important evidence-base to inform strategy relating to community sport infrastructure by gathering information on local sport infrastructure priorities from local governments, sports across NSW, and facilities used by State Sporting Organisations for competition.

The Office of Sport revisited the study in 2016-17. In response, 32 sports and 92 local governments participated in an update survey to the 2015-16 database.

The FNOSI evidence base was used during the year and will inform investment and development decisions on facilities by Government. During 2016-17 the Government referenced FNOSI in developing its regional sport infrastructure program announced as a part of the 2017-18 Budget.

This program aims to increase the number and type of regional sporting facilities, improve the standard of existing facilities, support increased participation in sport, and support local economic growth.

Facilities Planning and Coordination

During 2016-17 the Office worked closely with the Greater Sydney Commission (GSC), sports and local governments in the planning of sport and recreation precincts and projects.

The Office provided advice on the planning, provision and upgrade of sporting facilities, including; the Department of Education's Joint Use Facility Agreement, the Northern Beaches Sportsground Strategy, the Northern Sydney Regional Organisation of Councils Sportsground Strategy, the Management Plan for the former HMAS Platypus site in North Sydney, the Mays Hill precinct at Parramatta and the Bays Precinct Recreational Needs Analysis.

The Office also participated with the GSC in the community consultation process on their Draft District Plans. These plans provide a strategic and integrated approach to managing Sydney's growth by linking State and regional level aspirations with Local Environmental Plans.

Through this engagement in the development of District Plans, the Office has been tasked in 2017-18 with the development of sport and active recreation participation strategy and facility plans for each of the five District Plans.

Each strategy will identify current opportunities for increased participation in sport and active recreation and for future facility provision to meet forecast demand.

Community Facilities Funding

During the year, funding support of \$12.3 million was provided for community sport and active recreation facilities. This support included the Surf Club Facility program (\$2 million), facilities related grants from the Local Sport Grant program (\$2 million), and Safe Shooting program (\$0.59 million).

ASSET MANAGEMENT AND PROJECT FACILITATION

Asset Management

During 2016-17 the Office of Sport invested \$7.7 million in the Sport and Recreation Centres and Olympic Sport Venues, in addition to \$3.32 million through its maintenance and minor upgrade works program.

Improvements resulting from this investment include:

- Refurbishment to the recreation hall at the Borambola Sport and Recreation Centre (\$262,000)

Case Study:

In April 2017, the Office in partnership with Northern Suburbs Football Association, undertook a pilot research study to develop a deeper understanding of current and future facility provision across the Association's catchment area, which incorporated five Local Government Areas.

This research analysed facilities usage, population data, and participation data. The results provided the evidence for a new Northern Suburbs Football Association Facilities Strategy.

- Refurbishment to student lodge accommodation at the Lake Ainsworth Sport and Recreation Centre (\$467,000)
- Completion of compliance works, including pathways at the Myuna Bay Sport and Recreation Centre (\$430,000)
- Refurbishment of student accommodation at the Sydney Academy of Sport, Narrabeen (\$463,000)
- Recurrent maintenance works across all assets

The Office has now implemented a Life Cycle Costing model across its 11 Sport and Recreation Centres and three Olympic Sport Venues. This work enables the Office to better plan for maintenance works and provides important evidence to support ongoing funding requests for broader asset management programs.

NRL Centres of Excellence

The NSW NRL Centres of Excellence Program is a \$40 million program, funded from 2016-17 onwards. The program will set new benchmarks for elite training facilities in NSW by improving sustainability, enhancing high performance pathways and boosting fan and community access and engagement.

The Program will provide NSW NRL clubs with innovative and world-class facilities to make them highly competitive and support their quest for NRL premierships. The Centres of Excellence will be community hubs fostering elite performance, talent/youth development and community engagement.

The final application phase for the Centres of Excellence closed on 31 March 2017. The assessment panel considered seven applications, and initial assessments of project proposals has been completed.

Narrabeen Master Plan

During the year the Office of Sport commissioned a preliminary master plan study of its Narrabeen Sport and Recreation Centre. Over the last 70 years the campus has had piecemeal development leaving a legacy of new and older buildings and extended services and roads. The preliminary masterplan study provides an informed expert view on the technical constraints and opportunities affecting the campus. Consultation with the community and sporting organisations will now shape the final masterplan and provide a vision for the future of this important piece of community sport infrastructure.

3.3 SECTOR PERFORMANCE

Goal: A strategically focused and empowered NSW sport and active recreation sector

To enhance sector performance and sustainability, the Office of Sport:

- Provides funding and thought leadership on key strategic issues
- Cultivates and leverages partnerships and relationships within the sector
- Builds sector capacity and capability and leads initiatives to enhance alignment and cohesion
- Maintains an ongoing understanding of sector needs through engagement, research and analysis and sharing insights and information
- Promotes sport integrity and ensures the effectiveness of regulatory frameworks

Our Targets:

- More than 80 per cent of State Sporting Organisations with a sound organisational health by 2020
- More than 80 per cent of State Sporting Organisations satisfied with the Office of Sport quality of advice and support

SPORT DEVELOPMENT

There are over 100 State Sporting Organisations (SSOs) in NSW. Most are membership-based and dependent on the invaluable contributions of volunteers. The Office of Sport has an important role in supporting these organisations and the peak body, Sport NSW to achieve their plans.

During 2016-17 the Office provided financial support of \$250,000 to Sport NSW and worked closely to build sector awareness of key issues facing the sector and programs available to support SSOs. Additional support of \$36,731 was also provided to assist with insurance costs for disability sporting organisations.

The Office directly provided support to the sector through Sport Talk forums and the provision of other information and insights on key sector issues. Feedback from the sector indicated strong satisfaction with the Office's support and engagement, with 80 per cent of SSOs satisfied or very satisfied with the quality of Office advice and support and 90 per cent satisfied or very satisfied with Office engagement.

Grant Funding

The Office provides valuable funding support to the sector to assist in resourcing for participation, high performance programs, facilities, capability building and organisational development.

 **\$35.1**
MILLION
ALLOCATED IN
GRANTS

During 2016-17 a total of \$35.1 million was provided (Refer to Appendix O).

Of the \$35.1 million allocated, \$8 million was directed to sport development related activities and projects through the following grants:

- Local sports grant
- Sport development grant
- Strategic partnerships grant

The Local Sports Grant program aims to increase regular and ongoing participation opportunities in sport and active recreation, addressing barriers to participation in sport or structured physical activity and assists sport clubs to provide quality service to members. During the year, a total of \$1.53 million was provided for sport development activities.

Sport development grants

In 2016-17 the Office of Sport invested \$4.2 million in the Sport Development Grant Program.

Sport development grants are available to SSOs to support projects that:

- Increase sport participation, particularly for people with disability
- Assist athlete achievement and coach development
- Improve sport governance
- Support national and international sporting events held in NSW
- Support research initiatives, particularly activities focused on sport safety and facility needs

An additional \$1.1 million was provided to SSOs to assist with capability development and analysis of strategic opportunities and issues facing those organisations, and \$1.1 million to assist sports through provision of accommodation at Sports House in Sydney Olympic Park.

Key Partnerships

The Office of Sport works with other key sector partners to review current approaches to driving increased participation and to develop new ways of achieving greater participation.

Through partnerships with the sport and active recreation sector, the NSW Government provides sporting communities with the support and facilities they need to drive active participation.

NSW Health

The Office of Sport leads several actions in the NSW Government's *Healthy Eating and Active Living Strategy: Preventing Overweight and Obesity in NSW 2013-18* and the Delivery Plan for the Premier's Priority on Childhood Overweight and Obesity. These actions include increasing the use of community facilities and strengthening participation in sport and active recreation. The Office also contributes to a range of NSW initiatives including *Finish with the Right Stuff*, a program that aims to encourage children who participate in junior community sport to eat healthy food and drink water.

The Office also contributed to investigating opportunities to increase healthy food and drink provision in key government settings, including Sport and Recreation Centres.

The Office leads the cross-agency Physical Activity Working Group (refer to 3.4) that

was established in 2017 to coordinate initiatives across NSW Government agencies aimed at increasing physical activity and reducing childhood overweight and obesity.

An initial focus of the group was to commission a study by the University of Sydney to review voucher programs to address the cost of participation in sport and active recreation by young people. The study has informed the development of the Active Kids Rebate program announced in the 2017-18 Budget.

HEALTHY KIDS

The Office is one of four key partners that administer the Healthy Kids website that provides information about healthy eating and physical activity for children and young people (www.healthykids.nsw.gov.au).

The Office provided \$20,000 in 2016-17 and the website continues to be a highly visited site with 728,474 visits and 2,113,634 page views in 2016-17.

University of Sydney

In 2016 the Office of Sport and the University of Sydney Charles Perkins Centre established the SPRINTER research collaboration project.

The partnership is a three-year agreement for research into national and international practices and strategies that have proved successful in increasing participation in sport and active recreation. Through the partnership, a robust evidence base is being established to inform delivery of NSW Government priorities for sport and active recreation.

An External Project Advisory Committee with representatives from the sport and active recreation sector has been formed to provide advice, guidance, and recommendations to further strengthen the evidence base developed by the University.

Key achievements to date include advice on the Active Kids Rebate program, and review of evidence and methods for assessing the economic and social return on investment of sport and active recreation.

In addition, the partnership has facilitated access to international experts in their field providing further depth to the Office of Sport's strategic decisions.

Water safety and regional communities

For more than 40 years, the Office of Sport has been delivering water safety and learn to swim lessons in NSW to ensure communities have access to this valuable service.



In recent years the Office has adopted an industry-based delivery model of learn to swim known as *Swim and Survive* which has concentrated its services to regional NSW only.

In 2016-17 the Office of Sport delivered an intensive learn to swim program to more than 2,000 children in over 60 communities throughout regional NSW. These were delivered in communities that previously had no access to this service.

In addition to implementing the *Swim and Survive* program, the Office assists communities to build their capacity to deliver their own model of learn to swim.

The model is designed to replace the reliance on the Office's coordinated program and provide increased opportunities and flexibility for clients. In 2016-17 the Office successfully negotiated with a further 18 communities to deliver their own models of learn to swim.

SPORT INTEGRITY

The Office of Sport continued involvement in the Jurisdictional Sport Integrity network, which is coordinated by the National Sport Integrity Unit, and works to a nationally agreed terms of reference for sports integrity.

In 2016-17 the Office promoted a range of e-learning opportunities through its website on topics including; anti-doping, match-fixing, corruption and gambling, illicit drug use, fair play, and member protection.

Play by the Rules

The Office of Sport is a partner in the national initiative *Play by the Rules* aimed at helping with fair, safe and inclusive sport. We contribute over \$16,000 each year to the program, as well as providing further in-kind support.

The NSW sport sector regularly uses *Play by the Rules* resources and during the past 12 months, 52,807 people from NSW visited the *Play by the Rules* website and 8,252 people undertook free *Play by the Rules* online training in child protection, complaints, harassment, and member protection.

During 2016-17 the Office maintained active involvement in the partnership. We actively promoted the *Let Kids be Kids* campaign, including through the Office of Sport's monthly newsletter distributed to over 10,000 contacts.

Our Regional Offices also drove a highly successful marketing campaign, *Shoosh for Kids* that encourages sport clubs actively promote positive sideline behaviour to spectators. Over 200 clubs signed up to the program during the year.

Safeguarding Children

The *Royal Commission into Institutional Responses to Child Sexual Abuse* highlighted the need for the sport sector to share and network more to better safeguard children and young people.

The Office undertakes many initiatives targeted to safeguarding children in sport including:

- Establishing effective communications with representatives of SSO's, including a Member Protection Network
- Facilitating Member Protection Information Officer training and providing local level education opportunities through our Regional Offices
- Strengthening promotion of *Play by the Rules in NSW*
- Requiring all organisations in receipt of annual funding to comply with the *Working with Children Check* requirements as a part of their funding agreements

The Office of Sport continues to foster a partnership with the Office of the Children's Guardian (OCG), the lead agency for child safety in NSW.

Key partnership work in 2016-17 included:

- Participating in and facilitating sector consultation for the Child Safe Organisations strategy and principles consultation and Child Protection Act review
- Formally endorsing and promoting OCG's new Child Safe Organisations e-learning
- Submission to the *Child Protection Act* review
- Representation on OCG and NSW Data Analytics Centre analytics insights and safeguarding kids project

In 2016-17 the Office facilitated the development of the Member Protection in Sport Network across the sector to learn and share information on member protection and safeguarding children. To date, 80 people representing 50 SSOs and key partner agencies have joined the network.

Presentations have included:

- NSW Ombudsman - Managing allegations of child abuse
- Swimming Australia's New Safe Sport Framework
- Office of the E-Safety Commissioner - E-safety in sport and recreation
- Australia and New Zealand Sports Law Association- Addressing bullying in sport
- Australian Sports Commission - Updates on the National Safeguarding Children in Sport Strategy
- Office of the Children's Guardian - regular updates

The Network was involved in the Office of the Children's Guardian review of the Working with Children Check legislation and attended a Youth Friendly Complaints Management workshop conducted by the Ombudsman's Office.

The Network was also briefed on bullying in sport and how to improve safety online by the Office of the E-Safety Commissioner.

Safeguarding Children in Sport Forum

The Safeguarding Children in Sport Forum held in July 2016 was attended by over 80 state sporting organisations and sector representatives, following the Royal Commission's Case Study 39 into sport. The session brought together leaders in child safety in sport and focussed on exploring key themes to arise from the case study, including empowering children, the importance of member protection policy, coordinated approaches and better sharing of information.

MAJOR SPORT EVENTS

Major sport events are an important contributor to the NSW economy through tourism.

The Office of Sport has increased its involvement in major sporting events in NSW to contribute to the visitor economy and maximise the legacy achieved for the sector. The Office works closely with Destination NSW and other Government agencies, event organisers and SSOs to leverage events to maximise sport development outcomes.

In 2016-17 the Office of Sport supported the inaugural Border Bash event in Albury and the 2017 Women's Rugby League World Cup.

The Border Bash featuring the first women's Big Bash League match played in regional Australia between the Sydney Thunder and Melbourne Stars (and two men's pre-season matches) attracted almost 10,000 spectators and engaged more than 500 participants and volunteers through community activities.

The 2017 Women's Rugby League World Cup event will be the first time in the sport's history that the Women's World Cup will be held concurrently with the men's tournament.

The Office of Sport has worked with the local organising committee in the lead up to the event, coordinating promotion and event delivery on behalf of the NSW Government. With more than 12,000 registered female rugby league participants, supporting the 2017 Women's Rugby League World Cup will help to promote participation opportunities and assists in the enhancing of the female player development pathway from grassroots through to elite competition.



During the year, the Office also led the preparation of a bid on behalf of the NSW Government to host matches in the upcoming International Cricket Council (ICC) World Twenty20 in 2020. This event will be a major driver of international tourism and provide an opportunity to promote NSW on the world stage.

The Office of Sport also collaborated with Athletics Australia and the Sydney Olympic Park Authority to support the Australian Athletics Championships in March 2017. This was the inaugural combined Junior and Open Aged Championships which saw nearly 3,000 track and field athletes of all ages compete over eight days of competition. The Championships was embedded in a week-long *Festival of Athletics*.

The Office of Sport is working with the Department of Premier and Cabinet, Department of Veterans Affairs and Department of Education to develop education programs linked to the Invictus Games in 2018.

The Invictus Games harness the power of sport to inspire recovery, support rehabilitation, and generate a wider understanding and respect for those who serve their country. The Games will bring together over 500 competitors taking part from 18 nations.

Competitors will take part in ten different adaptive sports with events being held across Greater Sydney, including Sydney Olympic Park and on and around Sydney Harbour.

The Office is also supporting event research associated with the Games, which will identify the legacy associated with hosting the Invictus Games in Sydney.

3.4 PARTICIPATION

Goal: More people in NSW participating in sport and active recreation

To improve participation in sport and active recreation, the Office of Sport:

- Supports sports to achieve increased participation
- Works with sector partners to promote increased physical activity and address barriers to participation in organised sport and active recreation
- Provides participation programs, information resources and access to venues

Our Targets:

- 65 per cent of the NSW adult population regularly participating in physical activity by 2025
- 30 per cent of children regularly participating in physical activity outside school by 2020

Participation rates in physical activity in Australia are generally static.

The 2016 *AusPlay* national population survey found:

- 58.8 per cent of the adult NSW population participates in regular physical activity (three times per week)
- 20 per cent of children participated in organised physical activity outside school three times per week

The NSW School Physical Activity and Nutrition Survey (SPANS) 2015 found:

- Only one in five children and adolescents met the daily physical activity recommendation

- Girls (15 per cent) were less likely to meet the recommended levels of activity than boys (24 per cent)
- Children from Middle Eastern (13 per cent) and Asian (9 per cent) cultural backgrounds were less likely to meet recommended activity levels than those from English-speaking backgrounds (20 per cent)

World Health Organization and national guidelines recommend adults aged 18 to 64 should do at least 150 minutes of moderate-intensity physical activity throughout the week, and children and young adolescents aged 5 to 17 should accumulate at least 60 minutes of moderate physical activity every day.

FIGURE B: NSW ADULT PARTICIPATION BY FREQUENCY

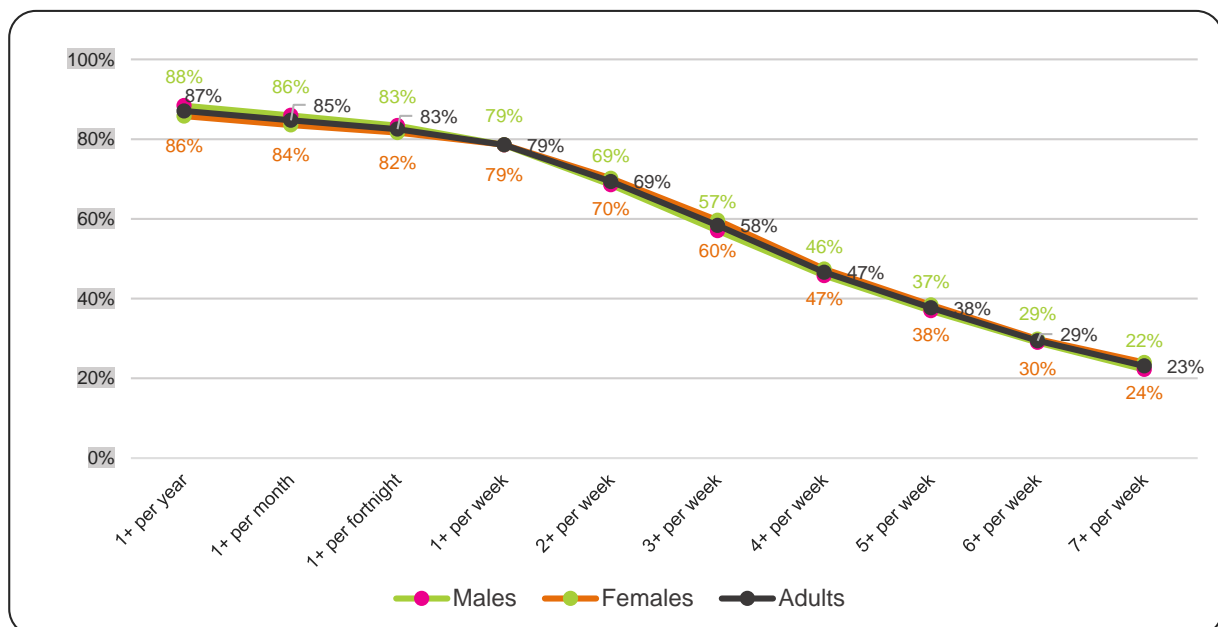
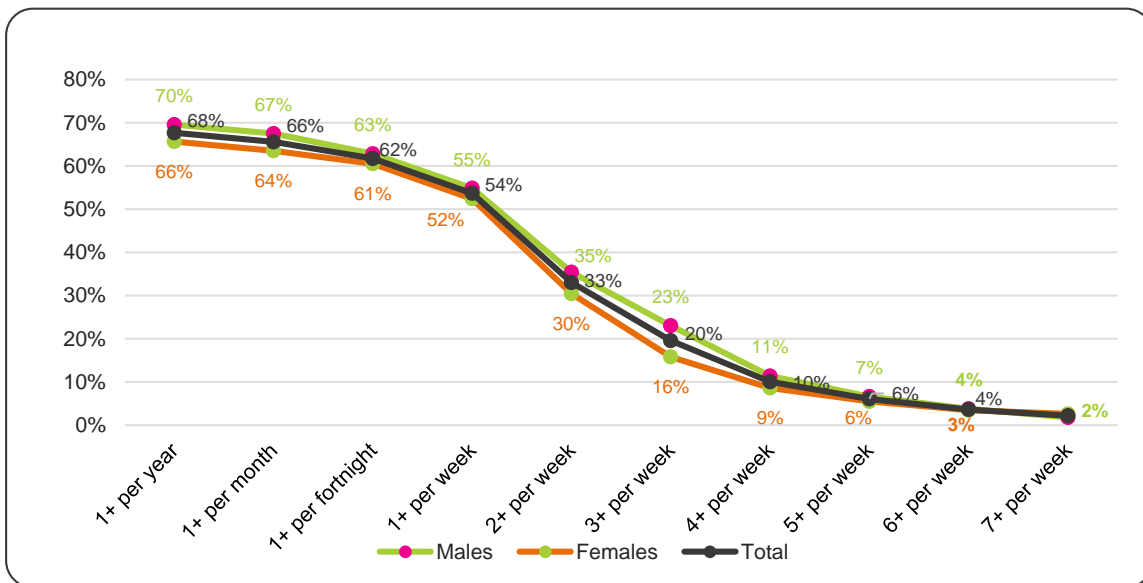


FIGURE C: NSW CHILD PARTICIPATION BY FREQUENCY



PARTICIPATION STRATEGY AND PLANNING

Cross-agency collaboration is a key approach for the Office to drive increased participation in physical activity, sport, and active recreation.

Tackling Childhood Obesity

The delivery plan for this Premier’s priority builds on the *NSW Healthy Eating and Active Living (HEAL) Strategy 2014-2018*.

During 2016-17 the Office worked in partnership with several agencies to support the following actions:

- Better leveraging of state and federal funding/grants for local sport and recreation infrastructure (local government focus)
- Provision of healthy foods in sport and recreation facilities
- Promulgation of key messages (*Make Healthy Normal Campaign*) via fan bases and facility managers
- Influencing land use planning to provide for open space for sport and active recreation as part of healthy urban environment

Physical Activity Working Group

The Physical Activity Working Group was established in May 2017, under the auspices of the *HEAL* Strategy and is being chaired by the Office of Sport.

The group coordinates initiatives across NSW Government agencies aimed at increasing physical activity, with a focus on addressing overweight and obese children. This work will result in the development of a NSW Physical Activity Plan.

During 2016-17 the Group identified 16 potential projects and prioritised further development of a participation voucher system, an innovation strategy and fund, and an active travel to school project.

Getting Active Plan

The *Getting Active Plan* is a deliverable under the *NSW Ageing Strategy 2016-2020*.

In partnership with the private sector, sporting organisations and other government agencies, the plan is a program to encourage older people to make exercise a normal part of their routine. The program will highlight the health, wellbeing and social benefits of regular sport and exercise activities for older people.

NSW Family and Community Services is leading the project in a partnership with the Office of Sport, NSW Netball, NSW Football, Sport NSW and NSW Health.

The first phase is to design and deliver a pilot sports program targeted at older people by modifying two established sport codes – netball and football.

The outcomes sought from this pilot program are:

- Older people in NSW actively participating in sports through opportunities that have been designed around their needs
- Playing modified sports becomes a normal part of a routine for program participants
- Health and wellbeing benefits of participants are captured and evaluated to inform the costs and benefits of scaling the program

Western Sydney Diabetes Alliance and Prevention Strategy

Western Sydney is a diabetes hotspot with more than half of the Western Sydney population being overweight or at risk of developing Type 2 diabetes. Diabetes rates in Western Sydney are up to three times the rate of diabetes in other regions of Sydney.

The Western Sydney Diabetes Prevention Alliance Steering Committee was formed in 2016 to develop a Diabetes Prevention Strategy for Western Sydney. The Office is represented on the Steering Committee and in two working groups - Physical Activity and Urban Planning and Transport.

National Initiatives

In addition to the above collaborations in NSW, the Office also contributed to national collaborations on sport and physical education and sport arising from a work program set by the national Ministers for Sport forum.

PARTICIPATION FUNDING AND SUPPORT

SSOs are a key partner in driving an increase in participation. The Office provides funding and support to SSOs capacity and capability some of which is targeted to participation activities (see 3.3 Sector Performance).

Women in Sport

The past year has been a turning point for women's sport. Women's sport is headlining our conversations and sports are realising that investing in and engaging women is integral to the future of their codes. Netball, AFL and cricket have had enormous success with their national women's competitions with record crowds, television audiences and digital engagement. The Rugby 7s and football have had international success and there are increasing opportunities for female team athletes to become professional sports people.

The Office is strongly committed to supporting and sustaining this momentum, and shaping the women's sport agenda to realise the positive benefits for all female participants from grassroots level through to elite athletes and teams.

In 2016-17 the Office provided almost \$1 million to female participation sports and to sports that identified strategies specifically targeting women under the Sport Development Grant Program and the Local Sport Grant Program. The Office also invested \$500,000 in the Rugby League Women's World Cup which will be held in November 2017.

The Office hosted a highly successful International Women's Day Sport Leaders Breakfast with the theme *Be Bold for Change* in March 2017 to celebrate the unprecedented boost in the profile of women's sport.

Disability Inclusion Plan

The Office of Sport is committed to continuing to foster an inclusive workforce culture through promoting accessibility and the inclusiveness of everyone with disability. The Office provides access to programs and services through the support of the companion card across our 11 Sport and Recreation Centres and the Find a Club online directory.

In 2016-17 the Office supported people with disability through several key initiatives, including the provision of funding to improve program delivery, the sharing of successful strategies within the disability sport network and working with state and local sporting organisations to develop participation strategies and build organisational capability.

A total of \$708,850 was provided to support and improve the access for people with disability:

- \$266,000 directed towards 19 SSOs for people with disability
- \$30,000 to the NSW operations of the Australian Paralympic Committee
- \$70,000 towards the NSW Institute of Sport scholarship program for elite level athletes
- \$335,350 spread across 13 SSOs to support 18 projects focused on increasing participation
- \$7,500 to support the school sport disability program to enhance sporting opportunities and provide links to local sporting clubs

Youth Sport

The Youth Sport Program is an engagement and leadership initiative aimed at improving opportunities for youth in sport, working with the sector to identify opportunities for sports to utilise young people to enhance sport participation outcomes.

The partnership is led by the Office and involves several state and national sporting bodies.

In 2016-17 the Office of Sport organised a youth sport forum to inspire 80 future youth sport advocates and leaders, and an industry breakfast for young female athletes to share their hopes for the future for women's sport to over 90 sport leaders.

The program provided a valuable opportunity for sporting organisations to look at solutions to improve their engagement with young people and understand how important it is to listen and learn from the different perspectives of young people to shape sport policy and practices into the future.

Multicultural Program

In 2016-17 the Office of Sport has continued its programs and initiatives that promote participation in sport and active recreation for all cultural groups.

These have included programs and activities delivered by Sport and Recreation Centres and regional offices as well as grant funding support to sporting organisations and clubs seeking to address barriers to sports participation.

SPORT AND RECREATION CENTRES

FIGURE D: PARTICIPANT DAYS AND PARTICIPATION* AT SPORT AND RECREATION CENTRES**

	2015-16	2016-17	% Increase
Participation Days	730,470	763,536	4.5
Participation	205,747	211,244	3.0

*Participation refers to participant numbers obtained from bookings. **Participant Days are calculated by multiplying the number of participants by the duration of the booking/program.

The Office of Sport owns and operates 11 Sport and Recreation Centres across NSW, which are focused on supporting equitable access to participation in programs for all members of the community.

The Centres run specialised programs for disadvantaged and under-represented groups, and there are many diverse programs for schools, children, families, corporate groups, and community organisations.

The Centres also offer accommodation, recreation facilities and catering, with qualified staff to develop and run tailored education and recreation programs.

In 2016-17 the performance of the Sport and Recreation Centres program again improved. This is reflected in increases in program participants, Centre utilisation, customer satisfaction and further reduction in the net cost of service.

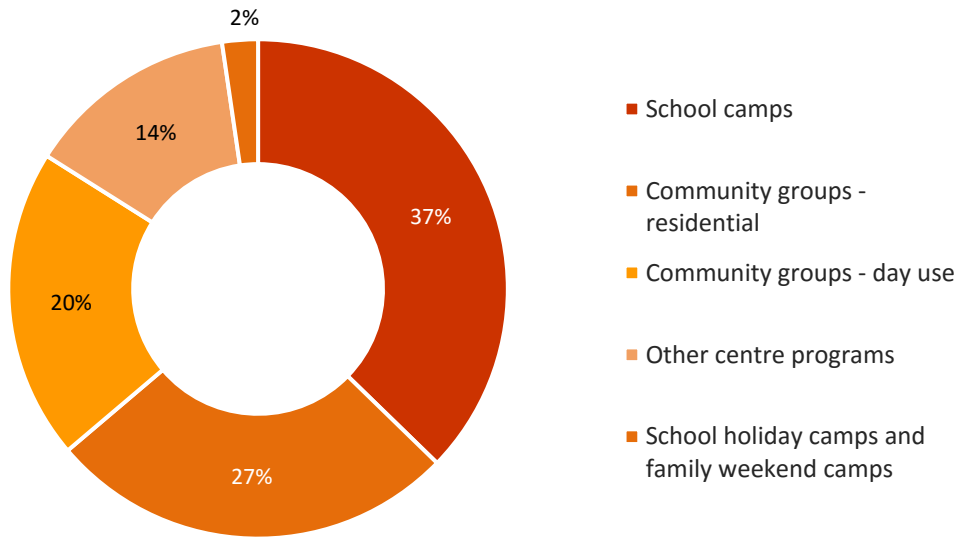
Participation increased by 3 per cent from the previous year, with over 211,000 children and adults attending school holiday camps, community camps, family weekends and other activities.

The increase in participants is largely due to school programs because of improvements in target marketing, improvements to facilities and equipment, including accommodation, and a refresh of programs to be more contemporary and relevant to schools has occurred.

Utilisation of Centres again increased with more than 760,000 participant days (see Figure D).

Ongoing improvements to booking management has ensured more effective utilisation of facilities by multiple clients during high demand periods.

FIGURE E: PARTICIPANT DAYS BY PROGRAM AT SPORT AND RECREATION CENTRES



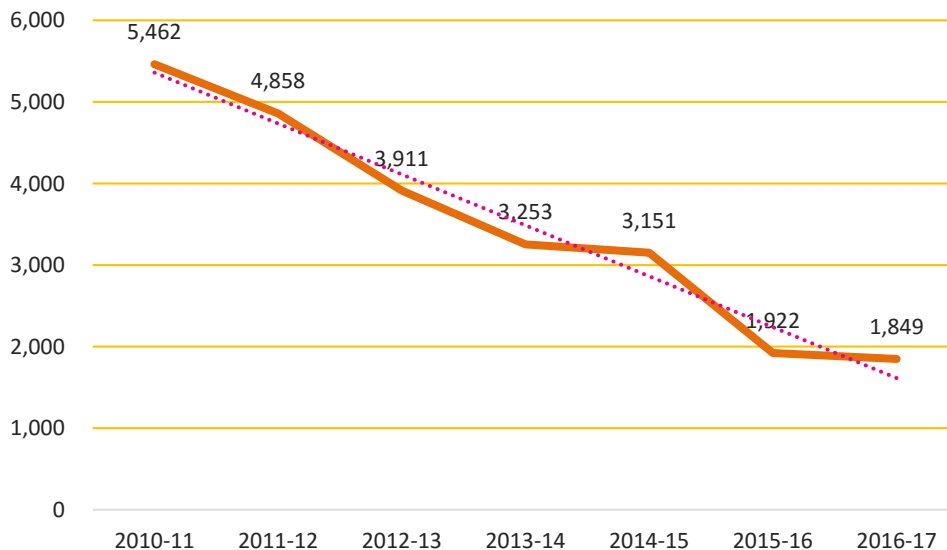
Customer satisfaction also improved, with 91 per cent of participants satisfied or very satisfied with program value for money and 99 per cent indicating they would recommend the services to others.

The Centres again delivered an improved net cost of service outcome, with a total program result of \$3.3 million compared with \$4.6 million in 2015-16.

The net cost of service excluding maintenance and insurance recoveries also continued a six-year trend of reductions, falling from \$1.922 million in 2015-16 to \$1.849 million in 2016-17 (see Figure F below).

These improvements in net cost of service are even more impressive when account is taken into the consistent increases over many years in the number of participants utilising the Centre.

FIGURE F: SPORT AND RECREATION - NET COST EXCLUDING MAINTENANCE & INSURANCE RECOVERIES (\$,000)



OLYMPIC SPORT VENUES PARTICIPATION

FIGURE G: PARTICIPTION DAYS AND PARTICIPATION* AT OLYMPIC SPORT VENUES**

	2015-16	2016-17	% Increase
Participation Days	416,070	474,029	13.9
Participation	176,985	208,861	18.0

*Participation refers to participant numbers obtained from bookings. **Participant Days are calculated by multiplying the number of participants by the duration of the booking/program.

The Office’s Olympic Sport Venues provide important places for community sport participation. They include the Sydney International Equestrian Centre (SIEC), the Sydney International Shooting Centre (SISC), and the Sydney International Regatta Centre (SIRC). People attend and compete in sport events, and participate in active recreation at these world class venues.

In 2016-17 the Venues again achieved strong increases in participation and utilisation, with increases of 18 per cent and 13.9 per cent, respectively.

This improved performance outcome is attributable to improved management, a focussed effort to drive increased utilisation, and the impacts of business improvement initiatives.

Sydney International Equestrian Centre



223 events held

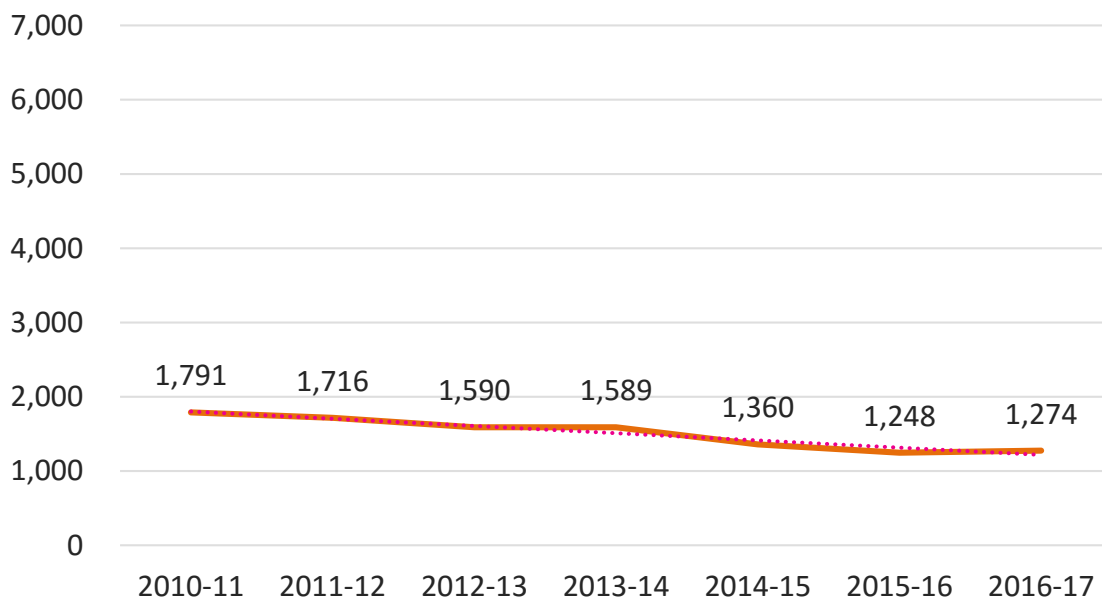
Sydney International Equestrian Centre

Affiliated organisations of the State and National Sporting Organisations (Equestrian NSW and Equestrian Australia), and individual horse societies contribute to two-thirds of the centre’s annual event calendar.

A total of 51,590 people participated in 223 events hosted at the Centre during the year.

These events included five international, 11 national, and 18 state accredited equestrian events. Major equestrian events held included; the NSW Interschool Championships, the NSW Pony Club Camp, the NSW Dressage Championships, the Sydney International Horse Trials, and the Grand Nationals. The venue also hosted 15 Equestrian Club Clinics, 21 High Performance Clinics and 13 Development Clinics.

FIGURE H: OLYMPIC SPORT VENUES - NET COST EXCLUDING MAINTENANCE & INSURANCE RECOVERIES (\$,000)





SIEC also hosted a range of non-equestrian events to support community participation and drive increased utilisation.

The Centre hosts seven cross country running events including State and regional athletic cross country carnivals for local high schools. Other varied activities to use the venue included community and educational activities, dog agility shows, a 'KOI' fish show, and regular towing education courses for owners of caravans and horse floats.

Minor works were undertaken to improve the venue, including an upgrade of all the crushed granite pathways between the arenas.

Sydney International Shooting Centre

The Shooting Centre supports shooting as a sport, both through participation and the high performance pathway.

In 2016-17 the SISC had a total of 2,150 bookings, a similar level to the previous year. The SISC welcomed four new resident clubs, bringing the new total to 23 shooting clubs using the venue.

Participation increased by over 100 per cent in 2016-17 due to the Office's oversight of the Clay Target ranges. Participation in 2016-17 was 10,018 individuals to the Centre.

SISC hosted an increased number of events, including the; NSW State Championship for Shotgun, Shooting Australia Grand Prix for pistol, rifle and shotgun, Australian Air Force Cadets Nationals, NSW Small-bore and Air Rifle State Championships, NSW Amateur Pistol Association State Championships, Shooting Australia Junior Nationals for pistol, rifle and shotgun, Australia Cup 3 rifle, and pistol and the Cecil Park Clay Target Club Australia Day Open. The Centre also hosted its first archery event.

This year at the request of Shooting Australia, SISC also started organising and running major events, including the Sydney Cup 1 for pistol, rifle and shotgun. This event was part of a Performance Series for selection of Commonwealth Games and international teams.

The Centre was used for many high-performance training camps for pistol, rifle, shotgun and para rifle and pistol.

The *Learn to Shoot* program hosted 1,748 participants and 124 participants undertook the Firearms Safety Training courses to obtain a shooting licence.

Sydney International Regatta Centre



146,872 participants

*Sydney International
Regatta Centre*

The Regatta Centre maintains the Government's Olympic legacy commitment to the sports of rowing, sprint and canoe/kayak. The Centre also provides public access for casual recreation, with visitations of 434,330 for 2016-17.

The Centre, like other Olympic Sport Venues, has sought to drive increased utilisation by attracting community events.

Regular programs run throughout the year include; parkrun, jetpack, fishing, model cars, boats and planes, fitness classes, sailability, school sport, and driving and education courses.

A total of 146,872 people participated in 497 events held at the venue, up from 471 events in the previous year.

Events included 39 regattas, 34 cycling events, and 27 triathlons. Key canoeing events included; the Australian Canoeing Championships, NSW State Championships and Grand Prix Sprint regattas.

Triathlon events included; the Ironman 70.3 Western Sydney, Oceanic and Para-triathlon, All Women's Triathlons, All Schools State and National Championships and the Nepean Triathlon.

There were 1,340 training bookings for activities, including rowing, paddling, swimming, and dragon boating.

Other special community events included the Dragon Boat State Championships, Defqon.1 dance music festival, Australian Ballet, Cyclocross Race Series, Sydney Road Championships (cycling), assorted car shows, school cross country carnivals, Sanitarium Little Big Dash, NSW Open Water Swimming Championships, and the Western Sydney Marathon.

DUKE OF EDINBURGH INTERNATIONAL AWARD PROGRAM

The Duke of Edinburgh's International Award is available to persons aged between 14–25 years for personal development.

The Award is comprised of three levels, each progressively more challenging. The levels include Bronze for over 14 years old, Silver for over 15 years old and Gold for over 16 years old. Participants complete four sections at each level, including service, skill, physical recreation and adventurous journey. Gold level participants also complete a residential project.

The Office of Sport provides training and support to over 1,000 registered NSW volunteers who administer the award schools and community organisations.

In 2016-17 there were 12,658 new NSW participants registered for the Bronze, Silver, or Gold Duke of Edinburgh, which was 52 per cent of the national total. This was an increase of over 600 participants from 2015-16.

The Governor of NSW hosted six Gold Award ceremonies, with a total of 393 awardees and 69 volunteers recognised for their achievements.

3.5 HIGH PERFORMANCE SPORT

Goal: More NSW sporting success and being a valued partner in Australia's international sporting success

To enhance the effectiveness of the NSW high performance system, the Office of Sport:

- Provides and funds high performance programs and athlete support services and high performance programs
- Works with sector partners and stakeholders to drive alignment of high performance program planning and delivery to maximise return on investment

Our Targets:

- 80 per cent of NSW teams with top 3 ranking in national aged junior competitions
- 35 per cent NSW athlete representation in national teams

High performance sport is an important driver for participation in sport and attendance at major sporting events. Through sports, we find inspirational role models who engender community pride and help strengthen the social fabric of divided communities, regions and even countries. For over a century, Australia has prided itself on our sports people delivering superior performances on the world stage and inspiring future generations of athletes.

Consistent with its remit to drive coherence of strategy across the sport and active recreation sector, the Office seeks to foster athlete pathway alignment and fund support to targeted initiatives likely to provide greatest return on investment.

HIGH PERFORMANCE SPORT SYSTEM STRATEGY

The NSW high performance system has several key partners including SSOs, the NSW Institute of Sport (NSWIS), NSW State Sports High Schools, Regional Academies of Sport, and the Office of Sport.

While the Office has lead responsibility for all NSW sport policy and strategy, including for high performance sport, SSOs play a vital role in developing pre-elite athletes.

NSWIS provides coaching, high performance services and training programs.

NSWIS plays an important role in the operation of the national high performance sport system in collaboration with the Australian Institute of Sport, other state and territory institutes and academies of sport and national sporting organisations.

NSWIS also contributes to NSW sporting success. The performance of NSWIS is reported separately in the NSWIS Annual Report 2016-17.

National High Performance Sport System Reform

The effectiveness of the current Australian high performance sport system came under scrutiny following a below par results in the 2016 Olympic Games.

At their December 2016 meeting, Commonwealth, State, and Territory Ministers for Sport requested officials to investigate the current efficiency and effectiveness of the National Institute Network and whether there were alternative approaches that might be adopted to improve national high performance system outcomes.

The Office supported a National Steering Committee chaired by Ms Liz Ellis AM. The Committee assessed the effectiveness of the current approach and identified opportunities to improve its performance.



Ministers subsequently endorsed further work led by the Australian Sports Commission to implement improvements to the current approach. The key changes include strengthening alignment and resource allocation with the National High Performance Plan, commitment by jurisdictions to four-year funding, and a national approach to building high performance system capability, research and innovation.

Athlete Pathways

During the year the Office of Sport commissioned investigations into the current state of NSW's high performance pathways, with a focus on connectedness and alignment. The report identified eight critical drivers for success across the talent pathway. Further work on next steps to test the efficacy of the recommendations is planned for 2017-18.

The Office in partnership with the NSWIS and the Australian Institute of Sport (AIS) held the Sport Pathways, Partnership, and Platforms Workshop in May 2017. The objectives of the workshop were to increase knowledge of athlete pathways, improve talent identification and encourage platforms to enhance partnerships and track talent development.

The workshop was attended by nearly 100 people and featured several speakers from the AIS, NSWIS and sporting organisations. Positive feedback was received with 85 per cent of respondents reporting that the workshop increased their knowledge and skills in understanding athlete pathways.

To complement this, the Office of Sport and NSWIS provided joint funding of \$35,000 for projects to support new initiatives that strengthen athlete pathways, foster mutually beneficial partnerships between sports and system partners, and provide technology and information sharing platforms that support athlete development.

State Sports High Schools

During the year, the Office maintained an active working relationship with the NSW Sport High Schools Association, the peak body for State Sports High Schools. These schools provide another important piece of the talent development pathway as evidenced by the number of elite athletes that have come through the Sports High School program.

The Association successfully launched its brand at the Sydney Cricket Ground and has contributed strongly to Office of Sport workshops on strategy during the year.

NSW High Performance System Outcomes

Anecdotal evidence supports the proposition that NSW athletes are performing at levels reflected in the above targets. Work is currently underway to determine quantitative performance indicator data.

HIGH PERFORMANCE SPORT PROGRAM FUNDING AND SUPPORT

The Office provided a total of \$15.9 million to directly support NSW high performance sport programs in 2016-17, including \$13.4 million to NSWIS (an increase of \$2 million over 2015-16), and \$2.5 million to Regional Academies of Sport (an increase of 1 million over 2015-16).



This funding does not include grants made to SSOs for high performance sport facilities and investigations into system improvements.

Regional Academies of Sport

Academies are an important part of the sport pathway, providing quality coaching and other support to athlete education and opportunities to local coaches and officials by leveraging community support in regional areas.

There are 11 Regional Academies of Sport across NSW. Most academies are operated as independent incorporated associations governed by volunteer boards of directors. Due to internal administrative issues, the Office of Sport is currently managing the Far West Academy of Sport and the South East Academy of Sport.

These academies collaborate with SSOs, NSWIS, professional sporting clubs and local sporting associations to ensure programs provide an integrated step in the pathway for talented athlete development.

As well as providing holistic programs for on-field development opportunities, they also focus on educational and personal development of athletes to become better citizens within their communities. Their endorsed programs include technical and educational components and are delivered by accredited coaching resources and professional providers.

During the year the academies initiated action to develop a business case for increased funding to better support regional athletes.

The outcomes of the business case will be considered as a part of broader regional service delivery by the Office of Sport to ensure best value for money from regional investments (Refer to 3.6 – A New Regional Service Delivery Model).

Centres of Excellence

The \$40 million NSW NRL Centres of Excellence program was part of the NSW Government stadia announcement in April 2016. During the year the Office worked closely with Infrastructure NSW and the NRL to develop guidelines for the program.

The aim of the program is to foster elite performance, talent/youth development, community engagement, innovation, sustainable business models and environmentally sustainable infrastructure.

Under the program, facility projects could include:

- Training grounds and administration centres for club's 'home' teams
- Hosting games from junior level professional and feeder teams
- Hosting exhibition events
- Hosting pre-season events
- Providing playing fields for junior games
- Education and training rooms with access for local communities, schools, sporting clubs and other community groups

The program includes a two stage application process, expression of interest and final application. The expression of interest phase closed November 2016 and NSW NRL clubs were given feedback and invited to consider making a formal bid for program funding. The full application phase closed on 31 March 2017 and initial assessments of the project proposals has been completed.

3.6 OUR CAPABILITY

Goal: Office of Sport has the capability to make a valued contribution to the sector

To build its capability to deliver the new strategic direction, the Office of Sport is working to:

- Align and embed its organisational culture, structure, and service delivery model
- Implement business transformation initiatives
- Develop increased maturity in business planning, systems, and processes
- Further develop workforce skills and capabilities
- Enhance effectiveness of governance and risk management systems
- Institutionalise organisational excellence and a commitment to continuous improvement

Our Targets:

- 80 per cent employee engagement rating by 2020
- An organisational excellence rating of 550 points under the Australian Business Excellence Framework by 2020

The Office is continuing to build a high-performance culture and institutionalise organisational excellence through our commitment to continuous improvement. This work has, in part, been informed through the adoption of the Australian Business Excellence Framework (see Business Excellence Initiative, page 34) and leadership responses to staff feedback in the NSW Public Service Commission's People Matter surveys.

Staff support for the Office's new direction remained high. Employee engagement remained steady at 67 per cent marginally above the overall NSW public sector average but below our target of 80 per cent. Whilst there were improvements in some drivers of engagement, they were offset by perceived uncertainties felt by staff arising from business transformation.

While the Office of Sport's overall engagement score of 67 per cent was above the NSW Public Service average, the Office senior leadership team recognises that priority should be given to further work to build employees' sense of belonging and attachment to their work.

The survey results clearly identified where employees thought the Office of Sport could do better. Most notable were opportunities for career development, improving how managers work with employees and improving how change is managed. Actions have been commenced to better connect and communicate with frontline staff.

CORPORATE SUPPORT

The Office's corporate support services continued to provide sound and cost-effective enabling capabilities that supported business as usual operations.

Information Management

In 2016-17 importance was placed on initiatives to address information systems legacies and build maturity in our back-office capabilities.

The Office initiated a project to develop an Information Management Framework to support the way the agency administers and uses data and information. The Information Management Framework is a set of standards, policies, guidelines and procedures which are implemented either manually or, where possible, automated through technology. This Framework will enable data and information to be managed in a secure, structured and consistent manner and provide a firm basis for business intelligence capability to improve the integrity of information for decision making.

The Office of Sport also embarked on a program of works to remediate legacy records management practices, which focused primarily on paper-based information.



The program includes the development and implementation of record management policies, procedures and a consolidated records management system that will automate and standardise our records management practices and improve the flexibility and mobility of our workforce and support shared services across the Office of Sport cluster.

Action commenced to improve the maturity of the Office of Sport's Information Security Management System. Several independent audits pinpointed where improvements needed to be made and an information security compliance action plan has been developed.

Key components included:

- Developing the organisation's enterprise architecture ensuring that all Information Communication and Technology (ICT) decisions are made with information security in mind
- Implementing a plan to address issues relating to the legacy nature of the ICT infrastructure
- Fostering organisation culture, which is information security aware through corporate inductions, on-going staff training and partnership with Stay Smart Online
- Implementing vulnerability and threat management solutions and strengthening network security
- Upgrading and testing of the disaster recovery response plan
- Development and implementation of an Information Security Incident Response Plan

Work also commenced to replace the legacy Customer Information Management system (CIMS), which is a front of business, mission critical system used for managing events and customer bookings.

The CIMS Replacement Project will replace CIMS with a contemporary cloud-based service, Ungerboeck Software International. The business case for the project has been approved and it is anticipated that the first sites will be live in mid-2018.

Human Resources Management

Building the capability of our people and providing robust and effective human resource management support frameworks and systems is critical to successful achievement of our strategic agenda.

During the year several initiatives directed to more effective recruitment were launched, optimising employee performance through clearly expressed and understood duties and performance expectations, having a robust performance management system and providing a mechanism for addressing unsatisfactory performance.

A management development program was launched to build core management capability. The program incorporated performance partnering training to promote high quality conversations that help employees and the organisation learn, adapt and perform better.

A new recruitment model was developed together with better templates and tools to ensure people with the right capabilities are recruited. Recruitment training and 'demystifying recruitment' information sessions were delivered to ensure all staff understand the recruitment process under the *Government Sector Employment Act 2013*. In addition, a comprehensive two-phase *On-board* induction process was developed to better inform new employees and fast-track their transition into the business.



To support aspiring leaders, the Office also launched a mentoring program to ensure participants are appropriately involved and engaged in positive development activities.

The mentoring program supports individual development by allowing the sharing of explicit and tacit knowledge, identifying areas for professional growth and learning new skills and creating a pathway for career development and promotion. This was supported by dedicated mentoring training to develop the skills for both mentors and mentees. The first intake comprised 20 employees.

A new Organisational Development unit was also established through reprioritising existing resources. The focus of the unit is to build organisational capability in line with the Strategic Plan and to support business transformation by bringing together related functions under the one business unit, including; learning and development, training, performance management, workforce capability management, mentoring and employee engagement. This has been supported with the formation of a centralised budget for training and development.

In addition to the above enhancements, a major recruitment program was completed across the Office and its related entities. The Public Service Commission approved the new senior executive structure arising from implementation of the *Government Sector Employment Act 2013*.

Procurement

The Office of Sport is committed to ensuring value for money in its procurement of goods and services whilst being fair, ethical, and transparent in the procurement activities.

We facilitate end-to-end procurement functions that align with NSW Government procurement policies and guidelines.

The Office has an overall procurement efficiency and benefit realisation target of 5 per cent on contract renewals, which provides savings to meet the Government's procurement efficiency targets.

During 2016-17 the Office implemented various initiatives to enhance its procurement capability and operational efficiencies.

The Office embarked on a Procurement Accreditation Program in partnership with NSW Procurement in the Department of Finance Services and Innovation. This program will ensure that Procurement Policies and Procedures are in alignment with Government policies and are robust enough to allow the Office of Sport to conduct its own procurement activities to an accredited value of up to \$30 million.

Currently the Office of Sport relies on other central agencies to conduct procurement activities above \$1 million. The accreditation program review and assessment is progressing well and the Office is on track to be accredited by November 2017.

Targeted training programs were also completed including Contract Specification, Masterclass in Advance Contract Management, Advanced Negotiation Skills and Corruption Prevention for Managers.

Communications

Over 2016-17 the Office repositioned its focus on communications and marketing from one that was primarily directed to supporting our internal business programs, to one where there is now a greater focus on external communications. This shift in focus has seen significantly increased visibility and recognition of the Office and its strategic agenda.



47,000

**UNIQUE USERS
TO THE OFFICE
WEBSITE**

The Office's communication strategy embraces social media platforms to drive increased audience reach and awareness of the Office and its services. The website had 47,000 users, an increase of 571 per cent from the previous year. The Office also introduced a Twitter account which attracted 687 followers and 168,895 impressions throughout the year and Facebook followers grew 35 per cent, to 12,912 users.

Corporate Governance

Corporate governance at the Office of Sport continued to be enhanced to align with the *NSW Auditor-General's Governance Lighthouse model* (which also reflects ASX corporate governance principles).

Risk management is a key component of corporate governance and a NSW Audit Office analysis of Enterprise Risk Management maturity across many government agencies showed an improvement for the Office of Sport from 2015-16. Using their scales, the capability rating for the category of strategy and governance shifted towards a level four maturity rating (where level five is the highest).

Risk management awareness and capability development was a significant focus during the year in response to the significant changes in cluster arrangements, organisational structure and staff. These changes, along with improved identification and assessment capability, saw an increase in the number of high risks rated with low control effectiveness and a corresponding increase in planned risk treatment strategies.

The value of internal audit as a tool to aid business improvement and the treatment of high risks also advanced. The Strategic Internal Audit Plan included audits to explore areas of identified high risk, notably in records management and Information Technology security. Critical findings were actioned during the audit fieldwork and major projects to implement the audit recommendations to address the ineffective controls and high risk findings were immediately commissioned. Regular oversight of the status of implementation of audit recommendations was performed and reported.

The Audit and Risk Committee (ARC) continued to provide valued support and advice with the Chair noting the high level of honesty and integrity in reporting.

The annual ARC performance survey highlighted the culture of trust and openness between the committee and attendees, as well as the comprehensive nature and quality of the papers provided to the committee. The survey also returned a 'very satisfied' result for the effectiveness of processes and procedures for the effective management of risks.

Other improvements in corporate governance elements were developed, including a Fraud and Corruption Control Framework, Key Performance Metrics across the business and enhanced performance reporting against key programs.

The Compliance Management Framework was audited and found to be fully effective and a Continuous Disclosure Policy was implemented.

ORGANISATIONAL CAPABILITY IMPROVEMENT

In 2016-17 the Office completed four of its five principal change programs which were part of the reform initiated in 2015-16. These include:

- *Government Sector Employment Act 2013* reform
- Office of Sport Operating Model
- Office of Sport Strategic Plan
- Shared Services Strategy

In addition, the Office consolidated its sport and recreation services related projects for business improvement into one reform initiative, *A New Regional Service Delivery Model*.

Shared Services Initiative

Building on the earlier review work in 2015-16, the Office, in collaboration with Sydney Olympic Park Authority, Venues NSW and the NSW Institute of Sport, developed options for the sharing of back-office services using the expertise and guidance of the Department of Finance, Services and Innovation (DFSI).

Options included potential benefits of sharing cloud-based platforms and outsourcing to third party service providers. A high level business case prepared in conjunction with DFSI was endorsed and options are now being developed on how best to implement new systems, processes and structures to support shared payroll, and records, human capital and financial management.

Business Excellence Initiative

During 2016-17 the Office adopted a systematised approach to continued business improvement to build upon and bring together the organisational improvement initiatives commenced across the organisation in a business excellence program.

For this purpose, the Australian Business Excellence Framework was chosen, which is an integrated leadership and management system that describes the elements essential to organisations sustaining high levels of performance. The Office is using it to assess and improve all aspects of the organisation, including; leadership, strategy and planning, people, information and knowledge, safety, service delivery, product quality and bottom-line results.

From March to May 2017 an internal organisational performance assessment was completed, including a desktop review of policies, systems and processes, an online survey with all staff across all locations and workshops with targeted audiences from across all levels of the organisation. This assessment quantified the current level of business excellence score was 295, well below our target score of 550. This reflects that the Office is an above average well-performing organisation with mature systems and processes.

The assessment has provided clear direction to the Office on priority focus areas to build sustainable performance excellence. The Office has planned business improvement initiatives for the 2017-18 year, involving more consistent application of business planning at all levels, the development and use of more comprehensive performance measures, the formalising of business processes and the strengthening of the Office's information and knowledge management framework.

A NEW REGIONAL SERVICE DELIVERY PLATFORM

Following a review of the Office's eleven Sport and Recreation Centres in 2016, the Government determined that the Office would continue to operate the Centres. The Office is now working with the sport and active recreation sector to design a new service delivery model for sport and active recreation services across NSW.

The project provides the opportunity to review the provision of regional services across the Office's Sport and Recreation Centres, Regional Offices, Regional Academies of Sport, and other sector partners, including; the development of new programs, new partnerships and building regional capabilities aligned to the new delivery model.

It also includes consideration of what is required to modernise and optimise the operations of the Sport and Recreation Centres.

Concept testing through consultation local councils and local sporting organisations was completed between April and June. The next steps include the development of regional strategies outlined in sport and active recreation plans, and the development of a more integrated and aligned regional service delivery model that connects entities in each region and leverages the strengths of the Office to lead the sport and active recreation sector.



4. FINANCIAL REPORT

HIGHLIGHTS

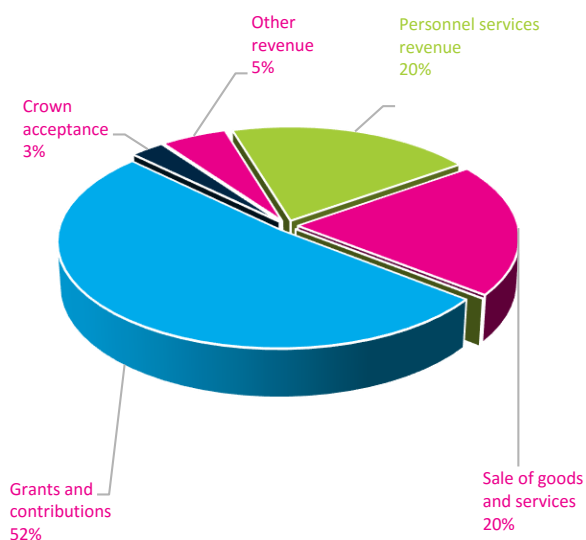
This summary represents the consolidated financial performance for the year ending 30 June 2017.

TOTAL REVENUE - \$171M

Where does the money come from?

Revenue for the Office of Sport mainly comes from the Department of Premier and Cabinet and the Department of Industry in the form of grants. Revenue is also raised from sales of goods and services by providing recreational activities and educational programs.

Personnel services were also provided to Sydney Olympic Park Authority and the NSW Institute of Sport (to 31 March 2017). The Office's operating revenue for 2016-17 was \$29 million lower than budget mainly due to carry forward of capital and recurrent grant revenue to 2017-18.

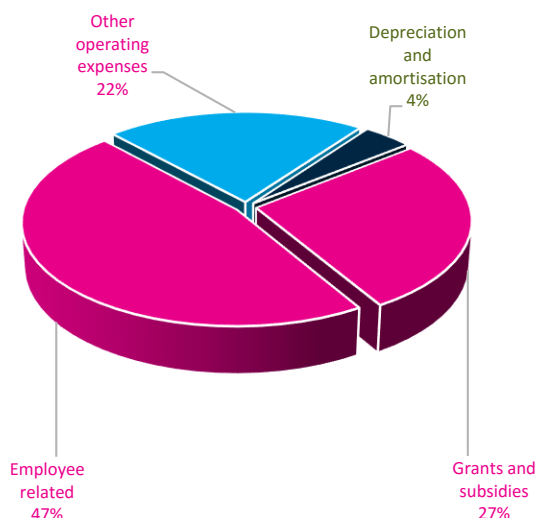


TOTAL EXPENDITURE - \$172M

Where is the money spent?

Expenditure from the Office of Sport is mainly on employee related expenses, grants paid to agencies within the sports portfolio and other sporting organisations.

Expenditure also covers maintenance of properties, operating leases, food and catering costs for Sport and Recreation Centres and depreciation. The Office of Sport's operating expenditure was \$19 million lower than budget mainly due to carry forward of \$17 million in grant expenditure into 2017-18.



4.1 FINANCIAL STATEMENTS

Office of Sport
Statement by Chief Executive and Director Finance
for the year ended 30 June 2017

Pursuant to section 45F of the *Public Finance and Audit Act 1983*, we declare on behalf of Office of Sport that:

- (i) in our opinion the financial statements of the Office for the year ended 30 June 2017 have been prepared in accordance with the applicable Australian Accounting Standards (which includes Australian Accounting Interpretations), the requirements of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2015* and the Treasurer's Directions.
- (ii) the financial statements exhibit a true and fair view of the financial position as at 30 June 2017 and financial performance for the year then ended.
- (iii) there are no known circumstances which would render any particulars in the financial statements to be misleading or inaccurate.



Matt Miller
Chief Executive

Date: 3 October 2017



Sajeew George
Director Finance and Procurement

Date: 3 October 2017



INDEPENDENT AUDITOR'S REPORT

Office of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Office of Sport (the Office), which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion the financial statements:

- give a true and fair view of the financial position of the Office as at 30 June 2017, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Office in accordance with the requirements of the:

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

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

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Chief Executive's Responsibility for the Financial Statements

The Chief Executive is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Chief Executive determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive must assess the Office's ability to continue as a going concern except where the Office will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Office carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis
Director, Financial Audit Services

3 October 2017
SYDNEY

Office of Sport
Statement of comprehensive income
for the year ended 30 June 2017

	Notes	Actual 2017 \$'000	Budget 2017 \$'000	Actual 2016 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	79,576	87,864	81,328
Other operating expenses	2(b)	45,267	39,192	38,147
Depreciation and amortisation	2(c)	7,366	6,919	7,239
Grants and subsidies	2(d)	39,741	56,484	47,254
Total Expenses excluding losses		171,950	190,459	173,968
Revenue				
Sale of goods and services	3(a)	39,840	34,613	36,786
Investment revenue	3(b)	5	-	5
Grants and contributions	3(c)	83,962	113,354	93,818
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	1,495	3,134	5,042
Other revenue	3(e)	10,458	7,485	9,703
Personnel services revenue	3(f)	35,104	39,664	36,263
Total Revenue		170,864	198,250	181,617
Loss on disposal	4	(629)	-	(195)
Net result		(1,715)	7,791	7,454
Other comprehensive income				
<i>Items that will not be reclassified to net result</i>				
Net increase in property, plant and equipment revaluation surplus	8	-	-	6,289
Total other comprehensive income		-	-	6,289
TOTAL COMPREHENSIVE INCOME		(1,715)	7,791	13,743

The accompanying notes form part of these financial statements.

Office of Sport
Statement of financial position
as at 30 June 2017

	Notes	Actual 2017 \$'000	Budget 2017 \$'000	Actual 2016 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6	25,266	8,264	20,676
Receivables	7	7,913	10,325	9,864
Total Current Assets		33,179	18,589	30,540
Non-Current Assets				
Receivables	7	411	492	1,718
Property, plant and equipment	8 & 10			
Land and buildings		153,347	169,907	156,496
Leasehold Improvements		801	-	1,083
Plant and equipment		13,581	13,161	13,939
Work in progress		1,855	-	867
Total property, plant and equipment		169,584	183,068	172,385
Intangible assets	9	196	199	473
Total Non-Current Assets		170,191	183,759	174,576
Total Assets		203,370	202,348	205,116
LIABILITIES				
Current Liabilities				
Payables	11	9,994	2,297	7,910
Provisions	12	8,333	8,967	9,113
Other	13	81	2,534	81
Total Current Liabilities		18,408	13,798	17,104
Non-Current Liabilities				
Provisions	12	1,156	915	2,410
Other	13	-	-	81
Total Non-Current Liabilities		1,156	915	2,491
Total Liabilities		19,564	14,713	19,595
Net assets		183,806	187,635	185,521
EQUITY				
Reserves		26,718	26,718	26,718
Accumulated funds		157,088	160,917	158,803
Total Equity		183,806	187,635	185,521

The accompanying notes form part of these financial statements.

Office of Sport
Statement of changes in equity
as at 30 June 2017

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total Equity \$'000
Balance at 1 July 2016		158,803	26,718	185,521
Net result for the year		(1,715)	-	(1,715)
Total other comprehensive income		-	-	-
Total comprehensive income for the year		(1,715)	-	(1,715)
Balance at 30 June 2017		157,088	26,718	183,806
Balance at 1 July 2015		151,349	20,429	171,778
Net result for the year		7,454	-	7,454
Other comprehensive income				
Net increase in property, plant and equipment		-	6,289	6,289
Total other comprehensive income		-	6,289	6,289
Total comprehensive income for the year		7,454	6,289	13,743
Balance at 30 June 2016		158,803	26,718	185,521

The accompanying notes form part of these financial statements.

Office of Sport
Statement of cash flows
for the year ended 30 June 2017

	Notes	Actual 2017 \$'000	Budget 2017 \$'000	Actual 2016 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(45,012)	(84,573)	(41,158)
Grants and subsidies		(39,741)	(56,484)	(47,254)
Other		(41,977)	(56,003)	(54,995)
Total Payments		(126,730)	(197,060)	(143,407)
Receipts				
Sale of goods and services		40,430	74,341	37,204
Interest received		5	-	571
Grants and contributions		83,962	113,354	93,818
Other		11,929	14,232	15,750
Total Receipts		136,326	201,927	147,343
NET CASH FLOWS FROM OPERATING ACTIVITIES	17	9,596	4,867	3,936
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		41	-	66
Purchases of property, plant and equipment		(5,047)	(16,843)	(5,976)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(5,006)	(16,843)	(5,910)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS				
		4,590	(11,976)	(1,974)
Opening cash and cash equivalents		20,676	20,240	22,650
CLOSING CASH AND CASH EQUIVALENTS	6	25,266	8,264	20,676

The accompanying notes form part of these financial statements.

Office of Sport
Supplementary Financial Statements
Service group statements

as at 30 June 2017

EXPENSES AND INCOME	Service Group 1* Sport and Recreation Services		Service Group 2* Personnel Services		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Expenses excluding losses						
Operating expenses						
Employee related	44,233	42,940	35,343	38,388	79,576	81,328
Other operating expenses	45,267	38,147	-	-	45,267	38,147
Depreciation and amortisation	7,366	7,239	-	-	7,366	7,239
Grants and subsidies	39,741	47,254	-	-	39,741	47,254
Total Expenses excluding losses	136,607	135,580	35,343	38,388	171,950	173,968
Revenue						
Sale of goods and services	39,840	36,786	-	-	39,840	36,786
Investment revenue	5	5	-	-	5	5
Grants and contributions	83,962	93,818	-	-	83,962	93,818
Acceptance by the Crown Entity of employee benefits and other liabilities	1,256	2,917	239	2,125	1,495	5,042
Other revenue	10,458	9,703	-	-	10,458	9,703
Personnel services revenue	-	-	35,104	36,263	35,104	36,263
Total Revenue	135,521	143,229	35,343	38,388	170,864	181,617
Loss on disposal	(629)	(195)	-	-	(629)	(195)
Net result	(1,715)	7,454	-	-	(1,715)	7,454
Other comprehensive income						
Net increase in property, plant and equipment revaluation surplus	-	6,289	-	-	-	6,289
Total other comprehensive income	-	6,289	-	-	-	6,289
TOTAL COMPREHENSIVE INCOME	(1,715)	13,743	-	-	(1,715)	13,743

*The names and purposes of each service group are summarised in Note 5.

**Office of Sport
Supplementary Financial Statements
Service group statements**

as at 30 June 2017

ASSETS AND LIABILITIES	Service Group 1* Sport and Recreation Services		Service Group 2* Personnel Services		Total	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
ASSETS						
Current Assets						
Cash and cash equivalents	25,266	20,676	-	-	25,266	20,676
Receivables	4,241	4,653	3,672	5,211	7,913	9,864
Total Current Assets	29,507	25,329	3,672	5,211	33,179	30,540
Non-Current Assets						
Receivables	318	408	93	1,310	411	1,718
Property, plant and equipment						
Land and buildings	153,347	156,496	-	-	153,347	156,496
Leasehold improvements	801	1,083	-	-	801	1,083
Plant and equipment	13,581	13,939	-	-	13,581	13,939
Work in progress	1,855	867	-	-	1,855	867
Total property, plant and equipment	169,584	172,385	-	-	169,584	172,385
Intangibles	196	473	-	-	196	473
Total Non-Current Assets	170,098	173,266	93	1,310	170,191	174,576
Total Assets	199,605	198,595	3,765	6,521	203,370	205,116
LIABILITIES						
Current Liabilities						
Payables	9,387	6,983	607	927	9,994	7,910
Provisions	5,268	4,829	3,065	4,284	8,333	9,113
Other	81	81	-	-	81	81
Total Current Liabilities	14,736	11,893	3,672	5,211	18,408	17,104
Non-Current Liabilities						
Provisions	1,063	1,100	93	1,310	1,156	2,410
Other	-	81	-	-	-	81
Total Non-Current Liabilities	1,063	1,181	93	1,310	1,156	2,491
Total Liabilities	15,799	13,074	3,765	6,521	19,564	19,595
Net Assets	183,806	185,521	-	-	183,806	185,521

*The names and purposes of each service group are summarised in Note 5.

**Office of Sport
Supplementary Financial Statements
Service group statements**

as at 30 June 2017

ADMINISTERED EXPENSES AND INCOME	Service Group 1* Sport and Recreation Services		Service Group 2* Personnel Services		Total	
	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Expenses	-	-	-	-	-	-
Administered Income						
Consolidated Fund						
- Taxes, fees and fines	28	28	-	-	28	28
Total Administered Income	28	28	-	-	28	28
Administered Income less Expenses	28	28	-	-	28	28

ADMINISTERED LIABILITIES	Service Group 1* Sport and Recreation Services		Service Group 2* Personnel Services		Total	
	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Liabilities						
Current Liabilities						
Payables	6	3	-	-	6	3
Total Administered Liabilities	6	3	-	-	6	3
Administered Liabilities	6	3	-	-	6	3

*The names and purposes of each service group are summarised in Note 5.

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

1. Summary of significant accounting policies

(a) Reporting entity

The Office of Sport (the Office) is a NSW government entity. The Office is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The Office as a reporting entity, is consolidated as part of the NSW Total State Sector Accounts.

The Office comprises the following divisions:

- Sport and Recreation
- Sport Infrastructure
- Sport Development
- Corporate Services
- Chief Executive's Office

The functions of the Office relate to delivery of sport and recreation programs, implementing policy and regulatory frameworks, coordinating sport infrastructure and sport development and providing grants to peak sporting bodies.

These financial statements for the year ended 30 June 2017 have been authorised for issue by the Chief Executive on 3 October 2017.

(b) Basis of preparation

The Office's financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

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

(c) Statement of compliance

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

(d) Administered activities

The Office administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion to deploy the resources for the achievement of the Office's own objectives.

Transactions and balances relating to the administered activities are not recognised as the Office's income and liabilities, but are disclosed in the accompanying schedules as 'Administered Income' and 'Administered Liabilities'.

1. Summary of significant accounting policies (cont'd)

(d) Administered activities (cont'd)

The accrual basis of accounting and applicable accounting standards have been adopted.

(e) Insurance

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

(f) Grants and subsidies

Grants and subsidies are recognised as expenses when the Office pays the grants based on the Minister's approval and the Treasury Allocation Letters. The grants are normally recognised as expenses on payment to sporting bodies and for the development of community sporting and recreational facilities.

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

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

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

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

(h) Income recognition

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

(i) Grants and contributions

Grants and contributions from other bodies are recognised as income when the Office obtains control over the assets comprising the grants/contributions. Control over grants and contributions is normally obtained upon the receipt of cash.

(ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when the Office 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).

1. Summary of significant accounting policies (cont'd)

(h) Income recognition (cont'd)

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue from operating leases is recognised in accordance with AASB 117 *Leases* on a straight line basis over the lease term.

(i) Assets

(i) Acquisition of property, plant and equipment

Property, plant and equipment acquired are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Property, plant and equipment acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (see also assets transferred as a result of an equity transfer – Note 1(m)).

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

Where payment for property, plant and equipment is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted over the period of credit.

(ii) Capitalisation thresholds

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

(iii) Revaluation of property, plant and equipment

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

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

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 8 and Note 10 for further information regarding fair value.

The Office revalues each class of property at least every three years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation of land and buildings was completed by Land and Property Information, a division of the Department of Finance and Services on 28 February 2015 and was based on an independent assessment. Interim desktop

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

(iii) Revaluation of property, plant and equipment (cont'd)

valuation of land and buildings is performed between comprehensive valuations where cumulative changes to indices suggest fair value may differ materially from carrying value. Qualified valuers from Altus Page Kirkland provided indices as at 29 February 2016 where the changes to carrying value were considered material by the management. Subsequently the valuers Altus Page Kirkland provided desktop valuation of land and buildings as at 28 February 2017, however the changes to the carrying values were not considered material and were not

updated. Management will assess whether comprehensive revaluations are required more frequently if the interim desktop valuations indicate material movements in carrying value.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. The Office has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

When revaluing property, plant and equipment using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

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

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

Revaluation decrements are recognised immediately as a loss in the net result, except that, to the extent that a credit balance exists in the 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 property, plant and equipment, but not otherwise.

Where property, plant and equipment that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset is transferred to accumulated funds.

(iv) Impairment of property, plant and equipment

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

The entity assesses, at each reporting date, whether there is an indication that any property, plant and equipment may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

(iv) Impairment of property, plant and equipment (cont'd)

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

(v) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis for all depreciable property, plant and equipment so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Office.

All material identifiable components of property, plant and equipment are depreciated separately over their useful lives.

Land is not a depreciable asset.

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

The following useful life ranges have been determined for each class of property, plant and equipment. The useful lives remain unchanged from the previous year.

	Useful life range in years
Buildings and Infrastructure	10-80
Leasehold Improvements	7-10
Plant and equipment	3-40

(vi) Restoration costs

The present value of the expected cost for the restoration or cost of dismantling an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision is met.

(vii) Maintenance

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

(viii) Leased assets

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

(ix) Intangible assets

The Office recognises intangible assets only if it is probable that future economic benefits will flow to the Office and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Office's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

(ix) Intangible assets (cont'd)

The Office's intangible assets are amortised using the straight line method over a period of 4-10 years.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to the recoverable amount and the reduction is recognised as an impairment loss.

(x) Loans and receivables

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

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

(xi) Other assets

Other assets are recognised on a historical cost basis.

(j) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the Office 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.

(ii) Employee benefits and other provisions

a. Salaries and wages, annual leave, sick leave and on-costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the year in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of an approach using nominal annual leave plus annual leave on the nominal liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Office has assessed the actuarial advice on the Office's circumstances and has determined that the effect of discounting is immaterial to annual leave.

1. Summary of significant accounting policies (cont'd)

(j) Liabilities (cont'd)

(ii) Employee benefits and other provisions (cont'd)

a. Salaries and wages, annual leave, sick leave and on-costs (cont'd)

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 future.

b. Long service leave and superannuation

The Office's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Office accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits and other liabilities'.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSW TC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions as specified in the Treasury Circular 'Accounting for Superannuation' (NSW TC14-05).

c. Consequential on-costs

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

(iii) Other Provisions

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

If the effect of the time value of money is material, provisions are discounted at 1.94%, which is the Australian Government 3 year bond rate on 30 June 2017 that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of the discount rate) is recognised as a finance cost.

(k) Fair value hierarchy

A number of the Office's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Office categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

1. Summary of significant accounting policies (cont'd)

(k) Fair value hierarchy (cont'd)

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

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

Refer Note 10 for further disclosures regarding fair value measurements of non-financial assets.

(l) Equity and reserves

(i) Revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the Office's policy on the revaluation of property, plant and equipment as discussed in Note 1 (i) (iii).

(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. revaluation surplus).

(m) Equity transfers

The transfer of net assets between entities as a result of an administrative restructure are designated or required by Australian 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 government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. In most instances this will approximate fair value.

(n) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 16.

(o) Comparative information

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

Where necessary, the comparatives are reclassified and repositioned to be consistent with current year disclosures, except when an Australian Accounting Standard permits or requires otherwise.

1. Summary of significant accounting policies (cont'd)

(p) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2016-17

The accounting policies applied in 2016-17 are consistent with those of the previous financial year except for the following new or revised Australian Accounting Standards that have been applied for the first time in 2016-17.

AASB 124, *Related Party Disclosures*. The Office has implemented this Standard, as per the guidelines from Treasury Circular 16-12 and has issued questionnaires to key management personnel.

AASB 2015-7, *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities*. This Standard relieves not-for-profit public sector entities from a number of disclosures for assets that are held for their current service potential rather than to generate future net cash inflows. This amendment does not have a material impact on the Office.

(ii) Issued but not yet effective

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

The following Australian Accounting Standards issued but not effective have been assessed for impact on the Office.

AASB 16, *Leases* will have application from 1 January 2019. The standard introduces a new approach to lease accounting that requires a lessee to recognise assets and liabilities for the rights and obligations created by leases. We believe that the application of this standard will not have a significant impact on the Office.

1. Summary of significant accounting policies (cont'd)

(p) Changes in accounting policy, including new or revised Australian Accounting Standards (cont'd)

The following new Australian Accounting Standards have not been applied and are not yet effective.

- AASB 9 *Financial Instruments* (effective 1 January 2018)
- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding *Revenue from Contracts with Customers* (effective 1 January 2018)
- AASB 16 *Leases* (effective 1 January 2019)
- AASB 1058 *Income of Not-for-profit Entities* (effective from annual reporting periods on or after 1 January 2019)
- AASB 2016-1 *Amendments to Australian Accounting Standards – Recognition of Deferred Tax Assets for Unrealised Losses* (effective from annual reporting periods on or after 1 January 2017)
- AASB 2016-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* (effective from annual reporting periods on or after 1 January 2017)
- AASB 2016-4 *Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities* (effective from annual reporting periods on or after 1 January 2017)
- AASB 2016-5 *Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions* (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-6 *Amendments to Australian Accounting Standards – Applying AASB 9 with AASB 4 Insurance Contracts* (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-7 *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities* (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-8 *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities* (effective from annual reporting periods on or after 1 January 2019)
- AASB 2017-1 *Amendments to Australian Accounting Standards – Transfer of investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments* (effective from annual reporting periods on or after 1 January 2019)
- AASB 2017-2 *Amendments to Australian Accounting Standards – Further Annual Improvements 2014-2016 Cycle* (effective from annual reporting periods on or after 1 January 2017)
- Interpretation 22 *Foreign Currency Transactions and Advance Consideration* (effective from annual reporting periods on or after 1 January 2018)

The Office anticipates that the adoption of these Standards in the period of initial application will have no material impact on the financial statements.

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

2. Expenses excluding losses

(a) Employee related expenses

	2017	2016
	\$'000	\$'000
Salaries and wages (including annual leave)	67,525	65,076
Superannuation - defined benefit plans	693	746
Superannuation - defined contribution plans	5,384	5,464
Long service leave	879	5,105
Workers' compensation insurance	671	591
Payroll tax and fringe benefit tax	4,424	4,346
	79,576	81,328

Employee related expenses of \$77,500 (2015-16 \$81,000) have been capitalised in various capital works and therefore excluded from the above.

(b) Other operating expenses include the following:

Auditor's remuneration		
- audit of the financial statements	175	171
Operating lease rental expense - minimum lease payments	3,129	3,066
Maintenance*	6,918	6,678
Insurance	777	729
Food and catering - sport and recreation centre programs	3,567	3,473
Merchandise and souvenirs	960	570
State Sporting Venues Authority in-kind rental expenses**	8,772	7,166
Utilities	1,706	1,790
Cleaning	3,203	2,990
Consultants	1,498	886
Contract services	6,061	4,118
Motor vehicle expenses	355	391
Telephones and postage	348	387
Information technology related expenses	1,770	1,678
Program transport	854	800
Printing and stationery	222	212
Minor equipment	2,205	1,225
Training	399	180
Travel and accommodation	253	197
Security	425	476
Other	1,670	964
	45,267	38,147

** Reconciliation - Total maintenance*

Maintenance expense - contracted labour and other (non-employee related), as above	6,918	6,678
Employee related maintenance expense included in Note 2(a)	3,002	3,153
Total maintenance expenses included in Notes 2(a) and 2(b)	9,920	9,831

**The Office maintains the land and buildings of the State Sporting Venues Authority. In return, the Office receives the right to use the Authority's land and buildings for the conduct of a range of sport and recreation programs. This reciprocal arrangement is represented by the recognition of in-kind expenses and an equal revenue (Refer Note 3(e)).

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

2. Expenses excluding losses (cont'd)

(c) Depreciation and amortisation expense

	2017	2016
	\$'000	\$'000
Depreciation		
Buildings	5,427	5,207
Plant and equipment	1,676	1,758
	<u>7,103</u>	<u>6,965</u>
Amortisation		
Intangibles	263	274
	<u>7,366</u>	<u>7,239</u>

(d) Grants and subsidies

Government sector:

Grants to agencies within the Sport portfolio	17,752	22,471
Grants to other Agencies	-	25

Other:

Grants to sporting organisations	20,389	17,708
Sport Facility capital grants program	1,600	7,050
	<u>39,741</u>	<u>47,254</u>

3. Revenue

(a) Sale of goods and services

Outdoor education program	18,986	16,822
Participation opportunity programs	9,135	8,750
Vacation programs	1,232	1,608
Transport revenue	1,100	960
Rental and hiring	3,114	3,177
Sale of merchandise, publications and souvenirs	2,391	1,841
Events	764	933
Contract services	1,333	1,000
Water safety programs	139	202
Sports development programs	192	259
Food sales and associated recoveries	541	533
Other services	913	701
	<u>39,840</u>	<u>36,786</u>

(b) Investment revenue

Interest revenue from financial assets not at fair value through profit and loss	5	5
	<u>5</u>	<u>5</u>

Office of Sport
Notes to the financial statements

for the year ended 30 June 2017

3. Revenue (cont'd)

(c) Grants and contributions

	2017	2016
	\$'000	\$'000
Recurrent grants from Department of Premier and Cabinet	43,262	81,785
Recurrent grants from Department of Industry	26,740	-
Capital grants from Department of Premier and Cabinet	1,400	5,843
Capital grants from Department of Industry	3,665	-
Commonwealth and State grants	8,769	6,127
Other	126	63
	83,962	93,818

* On 1 April 2017 Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2017 transferred the Office of Sport and related entities from the Premier and Cabinet Cluster to the Industry Cluster. This transfer does not impact the Office's revenue/expenditure, assets/liabilities or its responsibilities and objectives.

(d) Acceptance by the Crown Entity of employee benefits and other liabilities

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

Superannuation - defined benefit	693	746
Long service leave	760	4,251
Payroll tax	42	45
	1,495	5,042

(e) Other revenue

State Sporting Venues Authority in-kind services	8,772	7,166
Insurance recoveries	1,118	1,725
First time recognition of assets	17	347
Other	551	464
	10,458	9,703

(f) Personnel services revenue

The Office provides personnel services to the following statutory bodies:

Sydney Olympic Park Authority

Venues NSW

NSW Institute of Sport (to 31 March 2017)

Combat Sports Authority

The Office in accordance with NSW Treasury Circular TC 15/07, recognises all employee related expenses and liabilities in relation to staff provided as personnel services to statutory bodies. The Office also recognises personnel services revenue and receivables for those staff.

Employee related expenses (Note 2(a)) includes personnel services provided to a number of cluster agencies. These expenses are recovered by way of personnel services revenue.

Salaries and wages (including annual leave)	30,017	30,664
Superannuation - defined benefit plans	228	232
Superannuation - defined contribution plans	2,525	2,603
Long service leave	161	2,553
Workers' compensation insurance	344	284
Payroll tax and fringe benefit tax	2,068	2,052
	35,343	38,388

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

3. Revenue (cont'd)

(f) Personnel services revenue (cont'd)

Personnel services revenue recovered from the following agencies:

	2017	2016
	\$'000	\$'000
Sydney Olympic Park Authority	25,407	25,611
Venues NSW	3,040	3,599
NSW Institute of Sport	6,038	6,479
Combat Sports Authority	619	574
	35,104	36,263

Acceptance by the Crown Entity of employee benefits and other liabilities

Superannuation - defined benefit	228	232
Long service leave	(6)	1,876
Payroll tax	17	17
	239	2,125

4. Gain / (loss) on disposal

Proceeds from disposal of plant and equipment	41	66
Written down value of assets disposed	(773)	(158)
Plant and equipment (impairment)/write back	103	(103)
	(629)	(195)

5. Service groups of the Office

(a) Service Group 1: Sport and Recreation Services

This service group covers the delivery of sport and recreation programs, including implementing policy and regulatory frameworks, conducting compliance and education programs, and providing grants to peak sporting bodies. It also covers the administration of grants programs to assist in developing community sporting and recreational venues and facilities, and managing government owned or controlled sporting and recreation facilities and coordinating sport infrastructure and sport development.

(b) Service Group 2: Personnel Services

This service group provides personnel services to Sydney Olympic Park Authority, NSW Institute of Sport (to 31 March 2017), Venues NSW and Combat Sports Authority.

Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2017 established the Institute of Sport Staff Agency. The personnel previously employed by the Office to enable the NSW Institute of Sport to exercise its functions were transferred to the Institute of Sport Staff Agency as at 1 April 2017. This will have the effect of reducing the personnel services revenue and expense of the Office, although it will have no net impact on the Offices operating result. It will also reduce the Offices assets and liabilities with no impact to equity. The Office does not expect this change to have a material impact on its operations.

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

6. Cash and cash equivalents

	2017	2016
	\$'000	\$'000
Cash at bank and on hand	25,266	20,676
	25,266	20,676

For the purposes of the statement of cash flows, cash and cash equivalents include cash at bank and cash on hand.

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)	25,266	20,676
Closing cash and cash equivalents (per statement of cash flows)	25,266	20,676

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

7. Current / Non-Current Assets - Receivables

Current:

Sale of goods and services	2,483	2,059
Security Deposits	-	345
Loans receivable - Sporting Grounds Improvement Fund and Other	171	220
Less: Allowance for impairment	(95)	(128)
Personnel services receivable	3,672	5,211
Prepayments	612	903
GST receivable	423	797
Other accounts receivable	647	457
	7,913	9,864

Non-Current:

Loans receivable - Sporting Grounds Improvement Fund	1,055	1,229
Less: Allowance for impairment	(737)	(821)
Personnel services receivable	93	1,310
	411	1,718

Movements in the allowance for impairment:

Balance at 1 July	(949)	(1,122)
Amounts written off during the year	-	1
Amounts recovered during the year	(1)	-
Decrease/(increase) in allowance recognised in profit or loss	118	172
Balance at 30 June	(832)	(949)

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

8. Non-Current Assets – Property, plant and equipment

	Land and buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
At 1 July 2016 - fair value				
Gross carrying amount	228,061	1,883	29,394	259,338
Accumulated depreciation and impairment	(71,565)	(800)	(15,455)	(87,820)
Net carrying amount	156,496	1,083	13,939	171,518
At 30 June 2017 - fair value				
Gross carrying amount	229,593	2,087	29,833	261,513
Accumulated depreciation and impairment	(76,246)	(1,286)	(16,252)	(93,784)
Net carrying amount	153,347	801	13,581	167,729

Reconciliation

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

	Land and buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
Year ended 30 June 2017				
Net carrying amount at start of year	156,496	1,083	13,939	171,518
Additions	-	251	108	359
Disposals	(67)	-	(267)	(334)
Assets acquired free of cost	-	-	17	17
Transfer from work in progress	1,820	-	1,391	3,211
Adjustments	-	(8)	(34)	(42)
Impairment Gain	-	-	103	103
Depreciation expense	(4,902)	(525)	(1,676)	(7,103)
Net carrying amount at end of year	153,347	801	13,581	167,729

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 10.

	Land and buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
At 1 July 2015 - fair value				
Gross carrying amount	215,155	4,705	29,117	248,977
Accumulated depreciation and impairment	(64,318)	(3,421)	(15,258)	(82,997)
Net carrying amount	150,837	1,284	13,859	165,980
At 30 June 2016 - fair value				
Gross carrying amount	228,061	1,883	29,394	259,338
Accumulated depreciation and impairment	(71,565)	(800)	(15,455)	(87,820)
Net carrying amount	156,496	1,083	13,939	171,518

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

8. Property, plant and equipment (cont'd)

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below:

	Land and buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
Year ended 30 June 2016				
Net carrying amount at start of year	150,837	1,284	13,859	165,980
Additions	-	-	64	64
Disposals	(12)	-	(132)	(144)
Net revaluation increment	6,289	-	-	6,289
Assets acquired free of cost	347	-	-	347
Transfer from work in progress	3,875	230	2,009	6,114
Adjustments	-	(64)	-	(64)
Impairment loss	-	-	(103)	(103)
Depreciation expense	(4,840)	(367)	(1,758)	(6,965)
Net carrying amount at end of year	156,496	1,083	13,939	171,518

Work in Progress

	2017 \$'000	2016 \$'000
Net carrying amount at start of year	867	1,010
Additions	4,688	5,976
Write off	(489)	(5)
Transfer to property, plant and equipment	(3,211)	(6,114)
Net carrying amount at end of year	1,855	867

Non-Current Assets – Property, Plant, Equipment and Work in Progress

Property, plant and equipment	167,729	171,518
Work in Progress	1,855	867
	169,584	172,385

9. Intangible Assets

	Software \$'000
At 1 July 2016 - fair value	
Gross carrying amount	6,049
Accumulated amortisation and impairment	(5,576)
Net carrying amount	473
At 30 June 2017 - fair value	
Gross carrying amount	5,643
Accumulated amortisation and impairment	(5,447)
Net carrying amount	196

9. Intangible Assets (cont'd)

Reconciliation	Software \$'000
Year ended 30 June 2017	
Net carrying amount at beginning of year	473
Disposals	(14)
Amortisation (recognised in 'depreciation and amortisation')	(263)
Net carrying amount at end of year	<u>196</u>
	Software \$'000
At 1 July 2015 - fair value	
Gross carrying amount	6,278
Accumulated amortisation and impairment	(5,521)
Net carrying amount	<u>757</u>
At 30 June 2016 - fair value	
Gross carrying amount	6,049
Accumulated amortisation and impairment	(5,576)
Net carrying amount	<u>473</u>
Reconciliation	
	Software \$'000
Year ended 30 June 2016	
Net carrying amount at start of year	757
Disposals	(10)
Amortisation (recognised in 'depreciation and amortisation')	(274)
Net carrying amount at end of year	<u>473</u>

10. Fair value measurement of non-financial assets

(a) Fair value hierarchy

2017	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Property, plant and equipment (Note 8)				
Land and buildings	-	-	153,347	153,347
	-	-	<u>153,347</u>	<u>153,347</u>
2016				
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Property, plant and equipment (Note 8)				
Land and buildings	-	-	156,496	156,496
	-	-	<u>156,496</u>	<u>156,496</u>

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

10. Fair value measurement of non-financial assets (cont'd)

(b) Valuation techniques, inputs and processes

The following paragraph shows the valuation techniques used in measuring the fair value of property, plant and equipment for Level 3 fair values.

Level 3 Land

Valuation techniques and inputs

Market value: Qualified valuers from Land and Property Information were engaged to carry out the comprehensive valuation of lands as at 28 February 2015. Subsequently, qualified valuers from Altus Page Kirkland were engaged to provide escalation factors as at 29 February 2016 and this was applied to land values for the 2015/16 Financial Statements.

The values for land are determined by using market evidence based on the zoning and restrictions, condition, location and comparability of the asset. The valuers did not make significant adjustments to the land values. A range of sales evidence was used but a discount factor was not used to go from an unimpaired value (highest and best use) to an impaired value (existing use). Hence the most appropriate method to value land is via the Direct Comparison Approach, which is the "market approach". In this approach the relative merits of the subject property and each of the sales are analysed and compared, having regard to matters such as zoning, location, aspect, topography, size of land, shape of land, size and current market sentiment. Ultimately valuers make a judgement call when comparing sales to the subject property. Sales evidence is considered as observable inputs. In the case of specialised assets such as the Office's land, the valuers consider the current use of the land. They also work on the basis the current use is in fact the highest and best use given there is no other feasible alternate use. In short, fair value is measured having regard to the highest and best use of an asset.

Fair value per square metre is in the range \$0.27/sqm - \$27/sqm with a weighted average \$3.54/sqm (2016: range \$0.27/sqm - \$27/sqm with weighted average \$3.54/sqm). Total area of land is 8,570,910 sqm (2016: 8,570,910 sqm).

Altus Page Kirkland were engaged to provide escalation factors for the 2016/17 financial year. The escalation factors were provided however they were not applied as the movement was considered immaterial.

The following table shows the valuation techniques used in measuring the fair value of property, plant and equipment, as well as the significant unobservable inputs used for Level 3 fair values.

Level 3 Buildings

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
Depreciated replacement cost: Qualified valuers from Land and Property Information were engaged to carry out the valuation of buildings as at 28 February 2015. Subsequently, qualified valuers from Altus Page Kirkland were engaged to provide escalation factors as at 28 February 2017.	Buildings: Replacement cost per square metre for the following assets: Asset and range (weighted average): Dining Hall \$1,529 - \$3,206 (\$2,068) (2016: \$2,068) Recreation Hall \$957 - \$3,527 (\$2,195) (2016: \$2,195) Lodges \$698 - \$2,114 (\$1,210) (2016: \$1,210) Residences \$795 - \$1,375 (\$1,017) (2016: \$1,017) Other buildings \$466 - \$901 (\$656) (2016: \$656) Shooting Centre \$2,964 (2016: \$2,964) Equestrian Centre \$777 (2016: \$777) Regatta Centre \$762 (2016: 762) Eastern Creek Karting Track \$703 (2016: \$703) Far West Academy of Sport \$1,028 (2016: \$1,028)	The estimated fair value would increase (decrease) if the replacement cost per square metre for the assets were higher (lower).

10. Fair value measurement of non-financial assets (cont'd)

(b) Valuation techniques, inputs and processes (cont'd)

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
<p>Replacement cost of buildings and structures were based on gross floor areas and net lettable areas and the calculation of gross floor areas from drawings or site inspections. These areas and photographs of the buildings were used for the establishment of replacement costs. The replacement costs were used to establish the fair values of all buildings and arrive at the remaining useful life.</p>	<p>Other inputs: Weighted average remaining useful life: Broken Bay 32 years Lake Ainsworth 31 years Lake Burrendong 24 years Lake Keepit 25 years Point Wolstoncroft 28 years Shooting Centre 24 years Equestrian Centre 23 years Regatta Centre 22 years Eastern Creek Karting Track 25 years Far West Academy of Sport 39 years</p>	<p>The estimated fair value would increase (decrease) if the replacement cost per square metre for the assets were higher (lower).</p>
<p>The completion of the replacement cost valuation also included reference to historical cost information to draw upon cost information provided by the Office and the valuers' own records of cost information used for the construction of some of the buildings.</p>		
<p>The methodology used in determining the replacement cost and depreciated replacement cost valuations:</p> <ol style="list-style-type: none"> 1. Using estimated cost of construction comprising site infrastructure, buildings and other specialist equipment. 2. Identify the age of the existing assets. 3. Establish the remaining life for each asset. 4. Calculate the depreciated replacement cost of these assets based on the current replacement cost and the economic life. <p>The replacement cost valuation takes account of the condition of the assets but does not represent the resale or market value of the assets.</p>		

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

10. Fair value measurement of non-financial assets (cont'd)

(c) Reconciliation of recurring Level 3 fair value measurements

2017	Land and buildings \$'000	Total recurring Level 3 fair value \$'000
Fair value as at 1 July 2016	156,496	156,496
Disposals	(67)	(67)
Transfer from work in progress	1,820	1,820
Depreciation	(4,902)	(4,902)
Fair value as at 30 June 2017	<u>153,347</u>	<u>153,347</u>

2016	Buildings \$'000	Total recurring Level 3 fair value \$'000
Fair value as at 1 July 2015	122,647	122,647
Transfer from Level 2	28,190	28,190
Disposals	(12)	(12)
Assets acquired free of cost	347	347
Net revaluation increment	6,289	6,289
Transfer from work in progress	3,875	3,875
Depreciation	(4,840)	(4,840)
Fair value as at 30 June 2016	<u>156,496</u>	<u>156,496</u>

11. Current Liabilities - Payables

	2017 \$'000	2016 \$'000
Accrued salaries, wages and on-costs	1,099	1,241
Creditors	1,915	823
Accrued expenses	4,144	2,535
Unearned revenue	2,782	3,296
Other payables	54	15
	<u>9,994</u>	<u>7,910</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note19.

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

12. Current / Non-Current Liabilities - Provisions

Current

Employee benefits and related on-costs

Annual leave	4,967	5,547
Long service leave	149	307
On-costs	2,841	2,921
	<u>7,957</u>	<u>8,775</u>

Other provisions	376	338
	<u>8,333</u>	<u>9,113</u>

Non-current

Employee benefits and related on-costs

Long service leave	13	1,221
On-costs	201	214
	<u>214</u>	<u>1,435</u>

Other Provisions

Restoration costs - Leasehold accommodation	942	975
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Total Provisions Non-current	<u>1,156</u>	<u>2,410</u>
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Restoration cost provisions are future liabilities to lessors as per accommodation lease agreements. The Office is required to pay for the cost of restoring the leasehold accommodation to its original state. The expected timing of outflows ranges from 1 July 2018 to 30 June 2021 for various agreements.

Aggregate employee benefits and related on-costs

Provisions - current	7,957	8,775
Provisions - non-current	214	1,435
Accrued salaries, wages and on-costs (Note 11)	1,099	1,241
	<u>9,270</u>	<u>11,451</u>

Movement in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Lease liability for restoration costs:

Carrying amount at the beginning of financial year	1,313	2,020
Additional provisions recognised	49	-
Amounts used	(34)	(645)
Unused amounts reversed	-	(60)
Unwinding / change in the discount rate	(10)	(2)
Carrying amount at end of financial year	<u>1,318</u>	<u>1,313</u>

13. Current / Non-Current Liabilities - Other

	2017	2016
	\$'000	\$'000
Current		
Lease Incentive	81	81
	81	81
Non-current		
Lease Incentive	-	81
	-	81

14. Commitments for expenditure

	2017	2016
	\$'000	\$'000
(a) Capital commitments		
Aggregate capital expenditure contracted for the acquisition of property, plant and equipment at balance date and not provided for:		
Not later than one year	56	-
Total (including GST)	56	-
(b) Operating lease commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
1. Leased properties		
Not later than one year	3,069	3,369
Later than one year and not later than five years	6,000	3,323
	9,069	6,692
2. Other		
Not later than one year	340	-
Later than one year and not later than five years	276	-
	616	-
Total (including GST)	9,685	6,692

The Office has entered into operating lease arrangements for provision of accommodation and motor vehicles for the use of the Office.

The total commitments for expenditure include GST input tax credits of \$886,000 (2016: \$608,000) that are expected to be recovered from the Australian Tax Office

15. Contingent liabilities and contingent assets

The following claim is considered as a contingent liability as at 30 June 2017.

Native Title Claim:

On 9 October 2013, an application was made under the Native Title Act (Commonwealth) 1993 over an area of land and water in New South Wales, where the Office has land and buildings. It is not possible to estimate the potential liability at this stage.

There are no known contingent assets as at 30 June 2017.

16. Budget Review

Net result

The actual net result is a deficit of \$1.7m compared to the budget surplus of \$7.8m, a negative variance of \$9.5m. The variances consist of lower revenue of \$27.4m and lower expenses of \$18.5m.

The lower expenses is mainly attributed to:

- Lower grants and subsidies expenses of \$16.7m due to deferred grant payments.
- Lower employee related expenses of \$8.3m due to delays in recruitment under the *Government Sector Employment Act 2013* and the new Office of Sport structure of \$4.0m, transfer out of personnel services provided to NSW Institute of Sport from 1 April 2017 of \$1.7m and reduced long service leave costs of \$1.5m as a result of higher bond rate.

The above lower expenses were partly offset by:

- Higher other operating expenses of \$6.1m mainly due to ANZ Stadium redevelopment costs of \$2.0m (funded by budget supplementation from Restart NSW), minor equipment purchases of \$1.7m, higher repairs and maintenance costs of \$1.7m and higher State Sporting Venues Authority in-kind rental expenses of \$1.7m.

The lower revenue is attributed to:

- Lower recurrent grants of \$24.1m and capital grants of \$6.4m from principal agencies mainly due to deferred expenditure.
- Lower personnel services revenue of \$4.6m mainly for the transfer out of personnel services provided to NSW institute of Sport from 1 April 2017 (Note 3(f)) of \$1.7m and reduced acceptance by the Crown Entity of employee benefits of \$1.5m.

The above lower revenues were partly offset by:

- Higher sale of goods and services of \$3.8m, insurance recoveries of \$1.1m and State Sporting Venues Authority in-kind services of \$1.7m.

Assets and liabilities

The actual net assets of \$183.8m compared to the budget of \$187.6m is \$3.8m lower than budget, consisting of \$1.6m higher than budget total assets and \$5.4m higher than budget total liabilities.

The higher total assets is mainly attributed to higher cash of \$17.0m due to deferred grant of \$5.0m, unspent cluster grants of \$4.1m (to be carried forward for specific projects and programs), unspent grant of \$5.8m for Corporate and Shared Services reform and cash balances required for the payables and provisions.

The above higher variances were offset by lower than budget Land and Buildings due to deferred costs of \$10.6m for major projects and lower receivables due to transfer out of personnel services provided to NSW Institute of Sport of \$2.4m.

The increase in liabilities is mainly attributed to higher payables.

Cash flows

The net cash flows from operating activities are \$4.7m above budget. The variance is mainly attributable to higher cluster grants of \$4.1m received for the year.

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

17. Reconciliation of Cash Flows from Operating Activities to Net Result

	2017	2016
	\$'000	\$'000
Net cash inflow from operating activities	9,596	3,936
Depreciation and amortisation	(7,366)	(7,239)
Decrease in provisions	2,034	644
Decrease in receivables	(4,089)	(397)
Allowance for impairment	832	949
Decrease / (increase) in current payables	(2,007)	9,409
Assets recognised for the first time	17	347
Loss on sale of property plant and equipment	(629)	(195)
Reversal of property, plant and equipment impairment	(103)	-
Net result	(1,715)	7,454

18. Administered Liabilities

Speedway racing licence fees payable to Crown Entity	6	3
	6	3

19. Financial instruments

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

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

The Chief Executive with advice from the Audit and Risk 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 Office, to set risk limits and controls and to monitor risks.

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying	Carrying
			amount	amount
			2017	2016
			\$'000	\$'000
Class:				
Cash and cash equivalents	6	N/A	25,266	20,676
Receivables (excludes statutory receivables and prepayments)	7	Loans and receivables (at amortised cost)	7,289	9,882
			32,555	30,558
Financial Liabilities	Note	Category	Carrying	Carrying
			amount	amount
			2017	2016
			\$'000	\$'000
Class:				

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

Payables (excludes statutory payables and unearned revenue)	11	Financial liabilities measured at amortised cost	7,212	4,614
			7,212	4,614

19. Financial instruments (cont'd)

(b) Credit risk

Credit risk arises when there is the possibility of the debtors of the Office defaulting on their contractual obligations, resulting in a financial loss to the Office. 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 Office, including cash and receivables. No collateral is held by the Office.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Receivables - trade debtors and loans

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off.

An allowance for impairment is raised when there is objective evidence that the Office 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 30 day terms.

The Office 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 not past due (2017: \$3.152 million; 2016: \$1.884 million) and less than 3 months past due (2017:\$0.749 million; 2016: \$0.733 million) are not considered impaired. Together these represent (2017: 94%; 2016: 72%) of the total trade debtors and loans.

The Office does have a credit risk for loans raised independently by the sporting associations that are guaranteed under the *Sporting Bodies Loans Guarantee Act 1977* in the event of default by any borrower. Total guarantees were \$0.626 million at 30 June 2017 (\$0.539 million at 30 June 2016). There were no loan defaults anticipated at 30 June 2017.

The only financial assets that are past due or impaired are 'sales of goods and services' and 'loans receivable - Sporting Grounds Improvement Fund' in the 'receivables' category of the statement of financial position.

	Total \$'000	Past due but not impaired \$'000	Considered impaired \$'000
30 June 2017			
< 3 months overdue	749	749	-
3 months - 6 months overdue	96	62	34
> 6 months overdue	173	5	168
	1,018	816	202
30 June 2016			
< 3 months overdue	745	733	12
3 months - 6 months overdue	172	100	72
> 6 months overdue	837	219	618
	1,754	1,052	702

19. Financial instruments (cont'd)

(b) Credit risk (cont'd)

The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and also 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.

(c) Liquidity risk

Liquidity risk is the risk that the Office will be unable to meet its payment obligations when they fall due. The Office continuously manages risk through monitoring future cash flows to ensure adequate holding of high quality liquid assets. The objective is to maintain continuity of funding and cash balances to meet payment commitments as they fall due.

The Office's exposure to liquidity risk is deemed insignificant based on 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 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 Chief Executive may automatically pay the supplier simple interest. No interest was awarded in this period.

The table below summarises the maturity profile of the Office's financial liabilities, together with the interest rate exposure.

Maturity Analysis and interest rate exposure of financial liabilities

	\$'000					Maturity Dates		
	Weighted average effective Interest Rate	Nominal Amount	Interest Rate Exposure			< 1 year	1 -5 years	> 5 years
			Fixed Interest Rate	Variable Interest Rate	Non- Interest Bearing			
30 June 2017								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	-	1,099	-	-	1,099	1,099	-	-
Creditors	-	6,113	-	-	6,113	6,113	-	-
	-	7,212	-	-	7,212	7,212	-	-
Issued Financial Guarantee Contracts	5.48%	626	-	626	-	6	342	278
30 June 2016								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	-	1,241	-	-	1,241	1,241	-	-
Creditors	-	3,373	-	-	3,373	3,373	-	-
	-	4,614	-	-	4,614	4,614	-	-

Office of Sport
Notes to the financial statements
for the year ended 30 June 2017

Issued Financial Guarantee Contracts	6.39%	539	-	539	-	-	452	87
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19. Financial instruments (cont'd)

(c) Liquidity risk (cont'd)

Notes:

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. Therefore the amounts disclosed above may not reconcile to the statement of financial position.

Financial guarantee contracts have been included above as the contingent obligation on behalf of the Office. The amounts disclosed are the worst case scenario, being the maximum amount of the guarantee being allocated to the earliest period in which the guarantee could be called upon. It is unlikely that the actual liability will arise. All loans have been assessed at balance date with a nil probability of default.

(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 Office's exposures to market risk is limited to cash as it has no borrowings or unit priced investment facilities. The Office has no exposure to foreign currency risk and does not enter into commodity contracts.

The Office does not have an exposure to market risk for loans issued under the Sporting Grounds Improvement Fund as loans are issued as fixed interest only and will be held by the Office to maturity. In addition, there could be some exposure to market risks for financial guarantees the Office makes for loans issued under the Sporting Bodies Loans Guarantee Act 1997. This is not considered material as all loans have been assessed at balance date with a nil probability of default.

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

Interest rate risk

The Office does not account for any fixed rate financial instruments at fair value through profit or loss or as available-for-sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. 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 Office's exposure to interest rate risk is set out below.

	\$'000				
	Carrying amount	-1% Profit	Equity	+1% Profit	Equity
30 June 2017					
<i>Financial assets</i>					
Cash and cash equivalents	25,266	(253)	-	253	-
30 June 2016					
<i>Financial assets</i>					
Cash and cash equivalents	20,676	(207)	-	207	-

(e) Fair value measurement

Financial instruments are generally recognised at cost. 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.

20. Related Party Disclosure

(a) Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. For the Office, this comprises the Minister of Sport, the Chief Executive and Executive Directors.

(b) Key management personnel compensation

Key management personnel compensation was as follows:

	2017
	\$,000
Short-term employee benefits	
Salaries	1,421
Post-employment benefits	-
Other long-term benefits	28
Termination benefits	-
Total remuneration	<u>1,449</u>

The above disclosures are based on actual payments made for employee benefits during the reporting period.

(c) Other transactions with key management personnel and related entities

From time to time, key management personnel may purchase goods or services from the Office. These purchases are on the same terms and conditions as those entered into by other customers and are immaterial in nature. There have been no transactions reported with key management personnel.

During 2016-17, the Office has related party transactions with Sydney Olympic Park Authority, Venues NSW and NSW Institute of Sport in relation to the provision of personnel services (as per Note 3(f)) and in-kind revenue and expense transactions with the State Sporting Venues Authority (as disclosed in Note 2(b)). These transactions were conducted at arm's length.

21. Events after the Reporting Period

There has not arisen in the interval between 30 June 2017 and the date of this report, any other item, transaction or event of a material or unusual nature likely, in the opinion of the Chief Executive to affect significantly the operations or the affairs of the Office in future financial years.

End of audited financial statements.



5. GOVERNANCE AND CHARTER

The Office of Sport is an executive agency within the Department of Industry under Schedule 1, Part 2 of the *Government Sector Employment Act 2013*.

The Chief Executive is the head of the agency and is responsible to the Minister for Sport for the coordination of policy within the sport portfolio.

The Office of Sport consists of the following groups and entities:

- Sport and Recreation Services Group
- Sport Infrastructure Group
- Sport Development Group
- Corporate Services Group
- Combat Sports Authority
- State Sporting Venues Authority
- Sydney Olympic Park Authority
- Venues NSW

This Annual Report details the activities and performance of the core groups of Office of Sport – the Sport and Recreation Services Group (which includes the Combat Sports Authority), Sport Infrastructure Group, Sport Development Group and Corporate Services.

The State Sporting Venues Authority, Sydney Olympic Park Authority and Venues NSW, which are entities with own enabling legislation, publish their own respective annual reports.

OUR ORGANISATION

As of 1 April 2017, the Office of Sport is an executive agency within the Department of Industry. Prior to this the Office of Sport was an executive agency within the Department of Premier and Cabinet.

The Office is also responsible for the State Sporting Venues Authority (SSVA), which holds some of the land used by Sport and Recreation Centres. The performance of the SSVA is published in a separate annual report.

Sport and Recreation Services Group

The Sport and Recreation Services Group is responsible for the delivery of sport and recreation programs, including regional sport planning, regulatory activities and sport development programs, such as grants and funding programs. The group operates 11 Sport and Recreation Centres, three Olympic Sport Venues and regional offices.

The regulatory activities relate to the combat and motor vehicle sports, which are regulated in accordance with the *Combat Sports Authority Act 2013* and the *Motor Vehicle Spots (Public Safety) Act 1985*.



Sport Infrastructure Group

The Sport Infrastructure Group is responsible for state-wide planning of sport and active recreation and infrastructure development, including major stadia planning, facilitation of infrastructure projects and life-cycle management of government-owned sport facilities.

Sport Development Group

The Sport Development Group is responsible for sector strategy and policy development, sector performance improvement, sport integrity and sector planning for major sporting events.

Corporate Services Group

The Corporate Services Group provides services and support to groups and entities across the Office of Sport. The Group also undertakes essential agency coordinating functions, including ministerial support, strategic and corporate planning, risk management and governance and media and marketing.

Sydney Olympic Park Authority

The Sydney Olympic Park Authority is responsible for promoting, coordinating and managing the orderly use and economic development of Sydney Olympic Park, including the provision and management of public infrastructure and community recreation programs.

The Sydney Olympic Park Authority is a corporation constituted by the *Sydney Olympic Park Authority Act 2001*.

Venues NSW

Venues NSW is responsible for stadia, entertainment centres and sport and leisure precincts management and development in Newcastle, Parramatta, Wollongong and Stadium Australia at Sydney Olympic Park. Venues NSW is a public trading enterprise constituted by the *Sporting Venues Authorities Act 2008*.

6. APPENDICES

APPENDIX A

MANAGEMENT STRUCTURE AT 30 JUNE 2017

MATT MILLER

Chief Executive, Office of Sport



Matt Miller currently leads the NSW Office of Sport as its Chief Executive. In this role he is responsible for sport policy and strategy, and oversight and coordination of sport-related advice, services, and facilities across the State.

Matt is passionate about contributing to the delivery of increased public value. His leadership roles have involved a strong focus on strategic repositioning, organisational performance improvement, and program delivery across a diverse array of portfolio areas in the Queensland, Australian, and New South Wales Governments. His most recent executive roles include Queensland Commissioner for Fair Trading, CEO of the Australian Child Support Agency, and CEO of the Australian Sports Commission.

VERONICA LEE

Executive Director – Corporate Services, Office of Sport



Veronica Lee commenced at the Office of Sport in August 2016 and leads the management of the Corporate Services Group, inclusive of Human Resources, Finance and Procurement, Information Management and Technology, Communications, Executive Services and Audit, Risk and Governance.

Veronica brings substantial experience in both State and Local Government encompassing organisational capability, organisational change and financial performance to the Office of Sport.

Prior to this, Veronica was the General Manager at Mosman Municipal Council. Veronica has also held a number of senior roles at Burwood Council, Emergency Management NSW and the Department of Premier and Cabinet.

DR PHIL HAMDORF

Executive Director - Sport Development Group, Office of Sport



Phil leads the Sport Development Group through its four branches: Policy and Sector Strategy, Sector Performance, Sports Integrity and Major Sports Events.

Phil brings extensive experience from senior roles including Director, Regional Coordination - Department of Premier and Cabinet (NSW), Senior Departmental Adviser - Minister for Sport and Recreation (NSW), Director of Corporate Services (Communities NSW), Director Research and Development (Communities NSW), Chief Executive Officer - Australian College of Physical Education, Executive Director, Office of Recreation and Sport (South Australia) and Chief Exercise Physiologist, Royal Adelaide Hospital (South Australia).

ANNE GRIPPER

Executive Director, Sport and Recreation Services, Office of Sport



Anne commenced at the Office of Sport in 2016. The Sport and Recreation Services division is responsible for the 11 Sport and Recreation Centres, nine Regional offices, four Olympic Sport Venues, funding and Grants Program, regulation of Motor Vehicle Sports and Combat Sports and Duke of Edinburgh Award Program.

Anne has enjoyed working within the Australian and international sporting industry for 23 years. Prior to her current role at the NSW Office of Sport, Anne previously held positions as CEO of Triathlon Australia, Director of the Anti-Doping Foundation at the International Cycling Union (UCI) in Switzerland, and General Manager, Operations at the Australian Sports Anti-Doping Authority (ASADA).

PAUL DOORN

Executive Director – Sports Infrastructure Group, Office of Sport



Paul Doorn led the Sport Infrastructure Group in the NSW Office for Sport up until January 2017.

As the Executive Director, Paul provided leadership and direction for the long-term master planning, delivery and management of NSW's sport and active recreation infrastructure and facilities. By identifying current and future needs, and informing strategic planning and investment decisions, Paul ensured well targeted Government investment and support for the sector.

Paul's executive experience includes previous roles as Executive Director, Sport and Recreation; Chief Executive Officer of Institute of Public Administration Australia; a Director at Communities NSW and a Director for the Abu Dhabi Education Council.

MICHAEL TOOHEY

Executive Director – Sports Infrastructure Group, Office of Sport

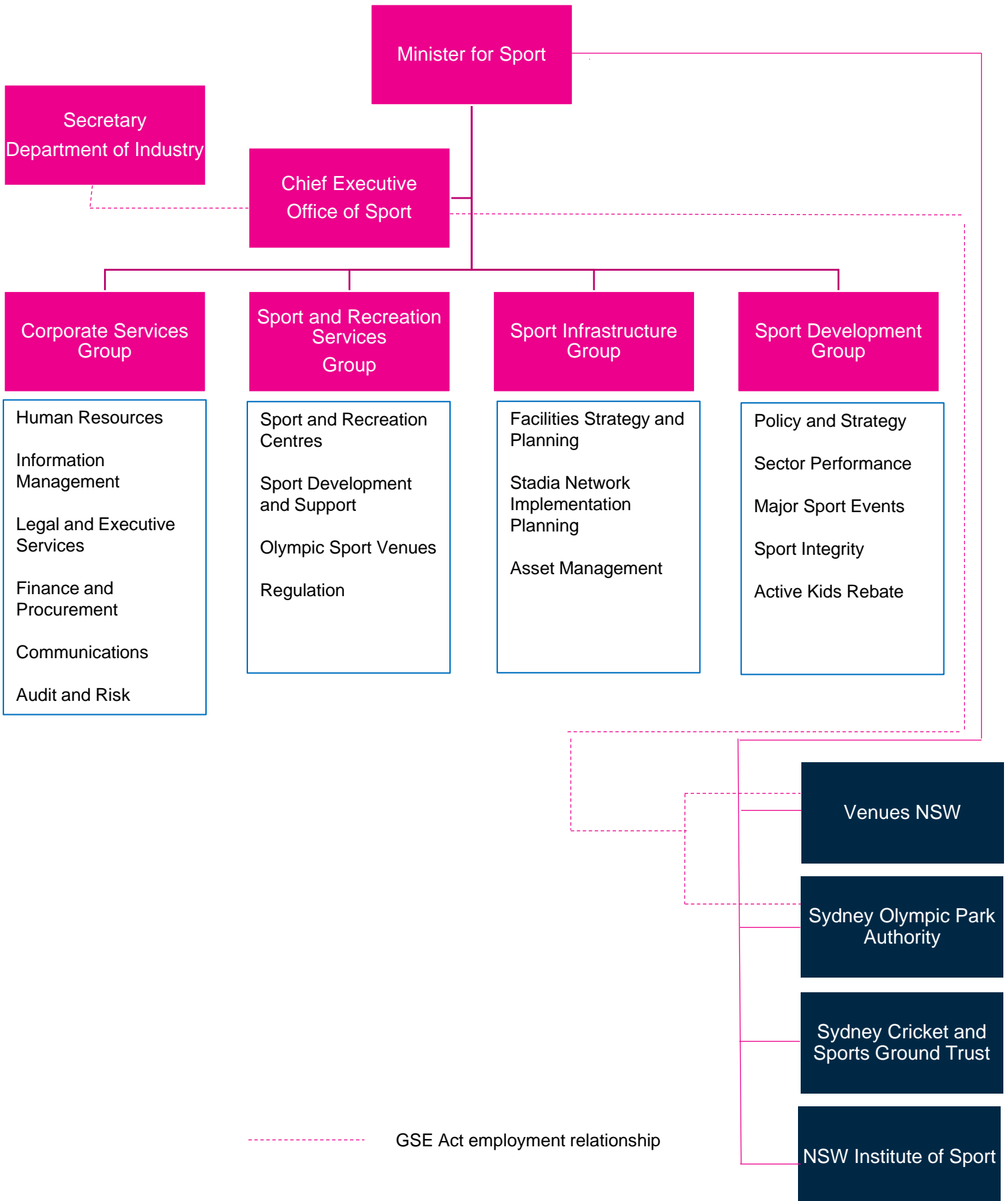


Michael Toohey commenced at the Office of Sport in August 2016. The Group is responsible for overseeing the planning, managing and delivery of high quality sporting venues and facilities, high performance sport, sports development, active recreation programs, and sports integrity and safety.

Prior to the Office of Sport, Michael worked on capital works projects for the Department of Premier and Cabinet, policy, infrastructure and procurement for Treasury and on the creation of the electronic health record and state-wide ICT infrastructure for NSW Health.

OFFICE OF SPORT STRUCTURE

August 2017



APPENDIX B

HUMAN RESOURCES

Staff Profile

In 2016-17 the Office of Sport implemented a *de novo* structure to support a revised strategic direction to focus on the development of strategy, sector infrastructure planning and facilitation. As part of the change, the Public Service Commissioner approved a new executive structure which aligned with the requirements under the *Government Sector Employment Act 2013* executive reforms.

The staff profile reflects the shift in the capabilities required to meet the changing needs of the sporting sector. There were 389 full-time equivalent employees as at 30 June 2017, which has remained static over the last three financial years.

Table 1: Number of full-time equivalent staff in Office of Sport and agencies (annual average)

Division	2014-15	2015-16	2016-17
Office of Sport	392	384	389
Sydney Olympic Park Authority	250	255	250
Venues NSW	35	33	27
Total	677	672	666

Table 2: Number of full-time equivalent staff in Office of Sport core by division (annual average)

Division	2014-2015	Division	2015-16	2016-17
Office of the Chief Executive	2	Office of the Chief Executive	4	3
Sport & Recreation	337	Sport & Recreation	323	300
Office of Penrith Lakes	1	Sport Development	1	20
		Sports Infrastructure	2	13
Strategic & Business Services	52	Corporate Services	55	53
Total	392	Total	384	389

Performance and number of senior executives

Table 3: Number of Public Service senior executives employed in each band as at 30 June 2017 at Office of Sport (and agencies)

Band	2014-2015		2015-16		2016-17	
	Female	Male	Female	Male	Female	Male
Band 4 (Secretary)	0	0	0	0	0	0
Band 3 (Deputy Secretary)	0	2	0	1	0	2
Band 2 (Executive Director)	1	4	3	4	3	3
Band 1 (Director)	5	13	3	7	5	17
Total	6	19	6	12	8	22

Average remuneration of senior executives

Table 4: Average total remuneration package of senior executives in each band as at 30 June 2017 at Office of Sport (and agencies)

There were no exceptional movements in wages, salaries and allowances in the year 2016-17.

The Crown Employees (Public Sector – Salaries 2008) Award was varied to provide for a 2.5 per cent increase in salaries effective from the first full pay period after 1 July 2016.

The Statutory and Other Officers Remuneration Tribunal issued a determination for an increase of 2.5 per cent for the remuneration package ranges for Public Sector Senior Executive bands, effective on 1 July 2016.

Band	2015-2016		2016-17	
	Range \$	Average	Range \$	Average
Band 4 (Secretary)	N/A	N/A	N/A	N/A
Band 3 (Deputy Secretary)	313,051 – 441,200	380,259	\$320,901 – \$452,250	\$374,548
Band 2 (Executive Director)	248,851 – 313,050	\$275,580	\$255,051 – \$320,900	\$291,990
Band 1 (Director)	\$161,802 - \$248,850	\$182,976	\$178,850 – \$255,050	\$202,415

In the 2016-17 financial year, 11.37 per cent of the Office of Sport's employee related expenditure was related to Senior Executives.

This has increased against the 2015-16 year due to the implementation of the approved de novo executive structure in accordance with

mandatory executive reforms under the Government Sector Employment Act 2013.

The new structure resulted in the establishment of additional senior executive roles to lead and manage the newly formed groups and directorates across the Agency.

Workforce Diversity

Table 5: Representation of employees in equal employment groups as at 30 June 2017 across Office of Sport (and other agencies)

Group	2014-15	2015-16	2016-17	*Target
* Women	46.7%	49%	48.2%	50%
Aboriginal and Torres Strait Islander People	3.5%	4.9%	3.7%	3.3%
Non-English speaking background	8.7%	10.3%	9.5%	23.2%
People with disability requiring adjustment at work	0.6%	0.7%	0.7%	N/A
People with disability	4.3%	4.7%	4.5%	N/A

** 2015-16 PSC workforce diversity targets*



APPENDIX C

DISABILITY INCLUSION ACTION PLAN

The Office of Sport *Disability Inclusion Action Plan 2017- 21* identifies actions that the Office will undertake over the next four years to continue to foster an inclusive environment for people with disability.

The plan highlights our ongoing commitment to supporting people with disability and will continue to outline policies, practices and high quality products and services that engage and respond to the diverse needs of our community.

In 2016-17 the Office of Sport supported people with disability through several key initiatives, including; the provision of funding to improve program delivery, the sharing of successful strategies within the disability sport network, and working with state and local sporting organisations to develop participation strategies and build organisational capability.

A total of \$708,850 in funding was provided to support and improve the access for people with disability to facilities, organisations and sporting programs.

Allocated funding was distributed through the following channels:

- \$266,000 directed towards SSOs for people with disability

- \$30,000 to the NSW operations of the Australian Paralympic Committee
- \$70,000 towards the NSW Institute of Sport scholarship program for elite level athletes
- \$335,350 spread across 13 SSOs to support 18 projects focused on increasing participation
- \$7,500 to support the school sport disability program to enhance sporting opportunities and provide links to local sporting clubs

The Office also provides access to programs and services through the support of the companion card across our 11 Sport and Recreation Centres.

The Office of Sport is committed to continuing to foster an inclusive workforce culture through promoting accessibility and the inclusiveness of everyone with disability.

We are continually improving facility access through the refurbishment of our owned and leased buildings, the development of new buildings, the provision of accessible office facilities within our Sports House facilities.

APPENDIX D

LEGAL CHANGE

The Minister for Sport administers the following Acts and the Regulations made under those Acts:

- *Combat Sports Act 2013*
- *Institute of Sport Act 1995*
- *Motor Vehicle Sports (Public Safety) Act 1985*
- *Mount Panorama Motor Racing Act 1989*
- *Sporting Bodies Loans Guarantee Act 1977*
- *Sporting Venues Authorities Act 2008*
- *Sydney Cricket and Sports Ground Act 1978*
- *Sydney Olympic Park Authority Act 2001*

Combat Sports Regulation 2014

The amendments below were made in the 2015-16 financial year, but came into effect from 8 July 2016.

The following amendments were made to the *Combat Sports Regulation 2014* to clarify various definitions and exemptions:

(a) To modify the sports, martial arts and activities that are not combat sports regulated by the Act, as follows:

(i) by changing the definition of “light contact” to mean contact resulting from the use of controlled techniques in a manner that involves anything other than substantial force

(ii) by excluding further sports, martial arts and activities from the definition of the term “combat sports”, with the effect that those sports, martial arts and activities will no longer be regulated by the Act

(b) To modify the persons who are exempt from certain requirements of the Act, as follows:

(i) by inserting as a provision the exemption that was notified in the Gazette on 3 July, 2015, which exempts interstate persons, who are registered or licensed with certain sporting organisations (defined in the Regulation as “approved sporting organisations”) to engage in an amateur combat sport contest as an amateur combatant, from the registration requirements of the Act if the Authority is provided with a clearance containing the prescribed information

(ii) by exempting an interstate trainer or second from the registration requirements of the Act if the trainer or second is registered or affiliated with an approved sporting organisation and the trainer or second is not required to be registered by a combat sport body established by legislation in the State or Territory in which the trainer or second ordinarily resides

(iii) by exempting an international trainer or second from the registration requirements of the Act if the trainer or second is registered or licensed by a combat sport body established by legislation in an international jurisdiction, or by an approved sporting organisation, to carry out an activity as a trainer or second

(c) to make it clear that a permit for an amateur combat sport contest is conditional on the promoter of the contest not carrying out the functions of an approved amateur body in relation to that contest.

Sporting Venues Authorities Act 2008

The following amendments were made to the *Sporting Venues Authorities Act 2008* to facilitate the NSW Government’s assumption of operational control over Stadium Australia.

Section 30A was inserted to enable the Minister to make vesting orders transferring assets, rights and liabilities of the following companies to Venues NSW:

- Stadium Holdings Pty Ltd
- Stadium Investments Pty Ltd
- Stadium Australia Management Limited
- Stadium Australia Operations Pty Ltd
- Infrastructure Specialist Asset Management Limited in its capacity as trustee of the Stadium Australia Trust



Section 30B was inserted to provide for an exemption for the purposes of the Competition and Consumer Act 2010 of the Commonwealth and the Competition Code of New South Wales. The exemption applies in relation to conduct authorised or required by or under the provisions of arrangements relating to Stadium Australia. The arrangements concerned are arrangements to which Venues NSW is a party due to the operation of proposed section 30A.

Two amendments were made to the Schedules to the Act, firstly to provide a power to make regulations to facilitate the operation of sections 30A and 30B and secondly to preserve the rights of members of the Stadium Australia Club.

Section 38 of the Act was amended to update the provisions for the issue of penalty notices consequent on the enactment of the [Fines Amendment \(Electronic Penalty Notices\) Act 2016](#).

Sporting Venues Authorities Regulation 2014

The *Sporting Venues Authorities Regulation 2014* was amended to increase from six to eight years the total term of office that may be held by a member of a board of management for a regional sporting venues authority.

Sydney Cricket and Sports Ground Act 1978

Section 30A of the Act was amended to update the provisions for the issue of penalty notices consequent on the enactment of the [Fines Amendment \(Electronic Penalty Notices\) Act 2016](#).

The Act was also amended to authorise the Trust to employ its own staff (including a chief executive officer) outside of the *Government Sector Employment Act 2013* and to allow the Trust to delegate its functions.

Sydney Olympic Park Authority Act 2001

Section 79 of the Act was amended to update the provisions for the issue of penalty notices consequent on the enactment of the [Fines Amendment \(Electronic Penalty Notices\) Act 2016](#).

APPENDIX E

CONSULTANTS

In the 2016-17 financial year, the Office of Sport had a total of 10 consultancy engagements (greater than \$50,000) with a total value of \$1,287,750 (excl. GST) as follows:

Consultant	Project	Amount (\$)
Certus3 Pty Ltd	Customer Information Management Systems Review	78,750
Deloitte Touche Tohmatsu	Indoor Sports Arena Feasibility Study	83,084
Department of Finance Services and Innovation	Corporate & Shared Services Review	52,907
Ernst & Young	Office of Penrith Lakes Final Business Case	135,055
Ernst & Young	NSW High Performance Talent Pathways Project	142,009
KPMG	Stadia Commerciality Framework	77,104
KPMG	Stadia Network Redevelopment Feasibility Study and Preliminary Business Case	284,450
MI Associates Pty Ltd	T20 2020 World Cup Bid	131,000
PWC	ANZ Stadium Redevelopment Project Brief	167,488
Third Horizon	Sport and Recreation Centres Future Service Delivery Review	135,905
		1,287,750

APPENDIX F

OVERSEAS TRAVEL

There was no overseas travel for the year 2016-17.

APPENDIX G

PAYMENT OF ACCOUNTS

This appendix details the Office's performance in paying accounts during the 2016-17 financial year, including details of action taken to improve performance in paying accounts.

There were no significant delays in payment of accounts during 2016-17, with the exception of a small number of invoices that were delayed due to queries relating to quantity/quality of goods and services and late receipt of invoices.

The Office continues to encourage suppliers to provide correctly rendered invoices and bank details to facilitate prompt payment of accounts by electronic funds transfer.

There was no penalty interest paid on overdue accounts during the year.

Table H-1 Aged Analysis of Accounts in 2016-17					
	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 day overdue
All suppliers					
Sept	\$14,127,092	\$1,018,819	\$339,443	\$70,173	\$31,846
Dec	\$19,647,283	\$795,865	\$293,317	\$56,700	\$93,995
Mar	\$25,781,259	\$1,649,196	\$296,618	\$71,614	\$554,323
June	\$27,205,925	\$1,597,977	\$264,300	\$19,902	\$159,038
Small business suppliers					
Sept	\$1,646	\$593	\$0	\$0	\$0
Dec	\$2,294	\$0	\$0	\$0	\$0
Mar	\$768	\$0	\$0	\$0	\$0
June	\$3,740	\$0	\$0	\$0	\$0

Table H-2 Accounts paid on time within each quarter of 2016-17

Quarter	Number of accounts due for payment	Dollar amount of accounts due for payment	Actual % of accounts paid on time (based on no. of accounts)	Actual % of accounts paid on time (based on \$ amount of accounts)	Number of accounts paid on time	Dollar amount of accounts paid on time	Number of payments for interest on overdue accounts	Interest paid on overdue accounts
All suppliers								
Sept	5246	\$ 15,587,373	92%	91%	4807	\$14,127,092	0	\$0
Dec	5160	\$ 20,887,160	92%	94%	4748	\$19,647,283	0	\$0
Mar	6898	\$ 28,353,010	90%	91%	6204	\$25,781,529	0	\$0
June	6303	\$ 29,247,142	92%	93%	5819	\$27,205,925	0	\$0
							0	\$0
Sept	10	\$2,239	90%	74%	9	1646	0	\$0
Dec	8	\$2,294	100%	100%	8	\$2,294	0	\$0
Mar	2	\$768	100%	100%	2	\$768	0	\$0
June	16	\$3,740	100%	100%	16	\$3,740	0	\$0



APPENDIX H

PRIVACY AND PERSONAL INFORMATION

The Office of Sport conducts business in accordance with the *Privacy and Personal Information Protection Act 1988*. The Office of Sport's Privacy Statement is published on the website www.sport.nsw.gov.au/privacy

Under Part 5 (53) of the *Privacy and Personal Information Protection Act 1998*, a person (applicant) who is aggrieved by the conduct of a public sector agency is entitled to a review of that conduct.

The Office of Sport did not receive any applications to review information under Part 5 of the Act in the 2016-17 financial year.

APPENDIX I

PUBLIC ACCESS TO INFORMATION

Government Information (*Public Access*) Act 2009

The objective of the *Government Information (Public Access) Act 2009*, or GIPA Act, is to open government information to the public by:

- authorising and encouraging the proactive public release of government information by agencies
- giving members of the public an enforceable right to access government information

The Office of Sport, under the GIPA Act is required to make government information available to the public unless there is an overriding public interest against disclosure. The Office of Sport does this by proactively releasing government information and giving members of the public the right to request and access information.

Open access information includes a range of information held by agencies, such as policy documents, annual reports, guidelines and a register of government contracts.

Note: GIPA statistics in this Annual Report refer to those received for the following entities within the Office of Sport:

- Office of the Chief Executive
- Sports Infrastructure Group
- Sports Development Group
- Sport and Recreation Services Group
- Corporate Services Group

GIPA statistics and data relating to the NSW Institute of Sport, Sydney Olympic Park Authority and the Sydney Cricket and Sports Ground Trust are published in their Annual Reports.

The Office's Agency Information Guide and disclosure log can be found under Information Access on the Office of Sport website.

In the reporting period, the Office of Sport received a total of 12 requests for information under the GIPA Act. Ten requests were processed by the Office of Sport and two were transferred to another agency. A detailed breakdown of the types and nature of the requests is provided in the following tables.

Table 7: Number of applications by type of application and outcome *

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information held	Application withdrawn
Media	0	0	1	0	0	0	0	0
Members of Parliament	3	0	1	0	0	0	0	0
Private sector businesses	1	0	0	0	0	0	0	0
Not-for-Profit organisations or community groups	2	1	0	0	0	0	0	0
Members of the public (application by legal representatives)	0	0	0	0	0	0	0	0
Members of the public (other)	1	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

Table 8: Applications by type and outcome *

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	7	1	2	0	0	0	0	0
Access applications – partly personal information applications & partly other)	0	0	0	0	0	0	0	0

Table 9: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (s. 41 of the GIPA Act)	0
Application is for excluded information of the agency (s. 43 of the GIPA Act)	0
Application contravenes restraint order (s. 110 of the GIPA Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table 10: Overriding public interest against disclosure

Matters listed in Schedule 1 of the GIPA Act	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	2
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (<i>Authorised Transactions Act 2015</i>)	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but once only per application).

Table 11: Other public interest considerations against disclosure

Matters listed in section 14 of the GIPA Act	Number of times when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table 12: Timeliness of decisions on applications

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	10
Decided after 35 days (by agreement with applicant)	0
Decided within time (deemed refusals)	0
Not applicable	2

Table 13: Number of applications reviewed under Part 5 of the GIPA Act

By type of review and outcome	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under s. 93 of GIPA Act	0	0	0
Review by ADT	0	0	0
TOTAL	0	0	0

Table 14: Applications for review under Part 5 of the GIPA Act

By type of applicant	Number of applications
Application by access applicants	0
Applications by persons to whom information the subject of access application relates (see s. 54 of the GIPA Act)	0

Table 15: Applications transferred to other agencies under Division 2 of Part 4 of the Act

By type of transfer	Number of applications
Agency initiated transfers	2
Applicant initiated transfers	0

INFORMAL APPLICATIONS

The Office of Sport did not receive any informal access applications within the reporting period.

APPENDIX J

INTERNAL AUDIT AND RISK MANAGEMENT STATEMENT

Internal Audit and Risk Management Attestation Statement for the 2016-2017 Financial Year for the Office of Sport

I, Matt Miller, am of the opinion that the Office of Sport had internal audit and risk management processes in operation during the 2016-17 financial year that were compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core Requirements	For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

- Independent Chair, Jason Masters, 8/1/15 to 8/1/18
- Independent Member 1, Jim Mitchell, 8/1/15 to 8/1/19
- Independent Member 2, Gabrielle Trainor, 8/1/15 to 8/1/19

This Audit and Risk Committee has been established under a Treasury approved shared arrangement with the following departments/statutory bodies:

- Venues NSW (VNSW)
- Sydney Sporting Venues Authority (SSVA)

Venues NSW will not continue to participate in the shared arrangement in the 2017-18 financial year.



Matt Miller
Chief Executive, Office of Sport

Kerrie Keyes
Chief Audit Executive
Phone: 02 8762 9839

Date: 30/10/2017

Annual Report Disclosure
Internal Audit and Risk Management Statement for the
2016-2017 Financial Year for the Office of Sport

The Chief Executive, Office of Sport, is of the opinion that the Office of Sport has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Policy and Guidelines Paper TPP 15-03 *Internal Audit and Risk Management Policy for the NSW Public Sector*.

The Chief Executive, Office of Sport, is of the opinion that the Audit and Risk Committee for the Office of Sport is constituted and operates in accordance with the independence and governance requirements of Treasury Policy and Guidelines Paper TPP 15-03. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, Jason Masters, 8/1/15 to 8/1/18
- Independent Member 1, Jim Mitchell, 8/1/15 to 8/1/19
- Independent Member 2, Gabrielle Trainor, 8/1/15 to 8/1/19

These processes provide a level of assurance that enables the senior management of the Office of Sport to understand, manage and satisfactorily control risk exposures.

As required by the policy, an Attestation Statement outlining compliance with the policy has been submitted to Treasury on behalf of the Treasurer.



Matt Miller
Chief Executive, Office of Sport

Date: 30/10/2017

APPENDIX K

CERTIFICATE OF CURRENCY



AAI Limited trading as GIO ABN 48 005 297 807
18 Jamison Street Sydney NSW 2000
GPO Box 2601, Sydney NSW 2001
Telephone: 02 8121 1183 Fax 02 8121 0690

Friday, 24 June 2016

Reference: TMF 072 - 1617

Office of Sport

CERTIFICATE OF CURRENCY – NSW TREASURY MANAGED FUND

The NSW Self Insurance Corporation was established by the NSW Self Insurance Corporation Act 2004. The main function of icare is the administration of the Treasury Managed Fund (TMF), which provides cover for all asset and liability exposures (other than compulsory third party insurance) faced by general government sector budget dependent agencies and participating non budget dependent public sector agencies.

This certificate of currency confirms that from 1/07/2016 to 30/06/2017. Office of Sport is a member of the TMF which provides broad protection for all assets and liability exposures in accordance with the TMF Statement of Cover. Office of Sport, their employees and volunteers, are fully covered for their legal liability to any third party arising out of their operations, worldwide.

Cover includes, but is not limited to:

1. Legal liability inclusive of:
 - a. Public Liability for an amount of \$20 million
 - b. Professional Indemnity for an amount of \$20 million
 - c. Directors & Officers for an amount of \$20 million, and
 - d. Product Liability for an amount of \$20 million.Identifier No: MF100033
2. Comprehensive Motor Vehicle coverage in respect of vehicles owned or leased by Office of Sport.
Identifier No: MF100032
3. Property coverage (including plate glass) on a full replacement (new for old) basis, including consequential loss, worldwide, for loss and/or damage to all real and personal property either owned by, or the responsibility of Office of Sport.
Identifier No: MF100034
4. Personal Accident coverage for Voluntary Workers whilst actively engaged in voluntary work for Office of Sport. Coverage is provided in accordance with and equivalent to the benefits payable under the NSW Workers Compensation Legislation, as amended.
Identifier No:
Inception Date: MF100035

NOTE: GIO hereby agrees that should such coverage be cancelled or withdrawn for any reason, 30 days notice will be provided.

Yours faithfully,

Kyria Poulos
Client Services Manager
NSW Treasury Managed Fund
Phone No: (02) 8121 1230
Email: kpoulos@gio.com.au

APPENDIX L

DIGITAL INFORMATION SECURITY POLICY ATTESTATION



CDGS17/222

ICT Board
C/o ICT Policy
Department of Finance, Services & Innovation
2-24 Rawson Place
SYDNEY NSW 2000

Digital Information Security Annual Attestation Statement for the 2016-2017 Financial Year for Office of Sport

I, Matt Miller, Chief Executive Officer, am of the opinion that Office of Sport had an Information Security Management System (ISMS) in place during the 2016 - 2017 financial year that is consistent with the Core Requirements set out in the *NSW Government Digital Information Security Policy*.

The controls in place to mitigate identified risks to the digital information and digital information systems of Office of Sport are adequate. The Office of Sport was the information and communications technology services provider for Venues NSW during the period. The Office of Sport also provides assurance that controls to mitigate identified risks to the digital information and digital information systems of Venues NSW were adequate.

Sydney Olympic Park Authority has confirmed that it has an Information Security Management System, consistent with the Digital Information Security Policy, in place. Sydney Olympic Park Authority will also be including an attestation in its annual report.

Information security is a key focus area for the Office of Sport and, as such a risk based approach has been taken to identify and improve on the current security controls. A number of planned, periodic activities to manage and operate our Information Security Management System are planned to be carried out over the next period. Some independent testing of our security controls were also carried out over this period.

The Office of Sport's Information Security Management System will continue to mature over the next 12 months, to become closer aligned to the ISO 27001:2013 standard.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Matt Miller'.

Matt Miller
Chief Executive

A handwritten date '28/17' in black ink.

Department of Industry Office of Sport
Level 3, 6B Figtree Drive, Sydney Olympic Park NSW 2127 | Locked Bag 1422, Silverwater NSW 2128
Tel (02) 8233 1331 www.sport.nsw.gov.au ABN 31 321 190 047

APPENDIX M

CORPORATE PURCHASE CARD CERTIFICATION



Corporate Purchase Card Certification for Financial Year Ended 30 June 2017

As required by Treasury Policy paper *TPP 05-1 Credit Card Use Best Practice Guide*, I certify that corporate purchase card use in the Office of Sport during 2016-17 has been in accordance with Premier's Memoranda and Treasurer's Directions.

A handwritten signature in black ink, appearing to read "Matt Miller", with a horizontal line extending to the right.

Matt Miller
Chief Executive
Office of Sport

16/10/17



APPENDIX N

CONSUMER RESPONSE

The Office of Sport proactively obtains feedback from clients through customer satisfaction surveys after attendance at programs or camps.

This is done via the client service centres and staff are encouraged to regularly gain feedback from clients.

The customer satisfaction survey is designed to understand customers experience of services across multiple areas including; booking, food, pricing, program content, venue facilities and staff knowledge and friendliness.

A record of all feedback is maintained and regularly evaluated to implement initiatives to improve clients experience.

On average, customer satisfaction is over 95 per cent across the broad range of services and programs delivered.

Initiatives implemented throughout 2016-17 to address client feedback include:

- improvements to the online booking process
- strengthening procedures on special dietary needs and food labelling
- continued upgrading of facilities and equipment at all venues

APPENDIX O

GRANTS

Grant funding: Regional Academies of sport

Academies	Amount \$
Academies of Sport Incorporated	75,000
Central Coast Academy of Sport	228,000
Far West Academy of Sport	95,000
Hunter Academy of Sport	228,000
Illawarra Academy of Sport	228,000
North Coast Academy of Sport	238,000
Northern Inland Academy of Sport	238,000
South East Regional Academy of Sport	238,000
South West Regional Academy of Sport	228,000
Southern Sports Academy	238,000
Western Region Academy of Sport	238,000
Western Sydney Academy of Sport	228,000

Grant funding: Sport Development Grant Program

Sport organisation	Amount \$
AFL NSW/ACT	44,360
Athletics NSW	50,000
Baseball NSW	10,000
Blind Sporting Association of NSW	25,000
Boccia New South Wales Inc	10,000
Cerebral Palsy Sporting & Recreation Association of NSW Incorporated	14,750
Confederation of Australian Motor Sport	50,000
Croquet NSW	20,000
Cycling NSW	45,000
Disabled Wintersport Australia	44,000
Diving NSW Inc	20,000
Dragon Boats NSW Inc	7,500
Equestrian NSW	40,000
Football NSW	50,000
Golf NSW Limited	50,000
Hockey NSW	30,000
Ice Racing New South Wales Inc	21,600
Indoor Sports NSW Inc.	25,800
Karting (NSW) Inc.	49,150

Grant funding: Sport Development Grant Program

Sport organisation	Amount \$
Little Athletics Association of NSW Inc	45,000
Masters Swimming NSW	5,000
Netball NSW	40,000
New South Wales Flying Disc Association Inc. (NSWFDA)	27,500
New South Wales Ice Skating Association	10,000
New South Wales Rifle Association Inc	37,061
New South Wales Rugby League Ltd	49,770
New South Wales Rugby Union	35,600
New South Wales Touch Football	45,000
New South Wales Water Polo Incorporated	5,000
Northern NSW Football	45,000
NSW Basketball Association Ltd	45,000
NSW Endurance Riders Association (NSWERA)	25,000
NSW Fencing Association Inc	50,000
NSW Goalball Association	30,000
NSW Gymnastics	50,000
NSW Hang Gliding and Paragliding Association	24,480
NSW Polo Association	9,000
NSW Powerchair Football Association	17,000
NSW Water Ski Federation Limited	30,000
Orienteering Association of NSW	30,000
Polocrosse Association of NSW Inc	5,000
Pony Club Association of NSW Incorporated	10,000
Softball NSW	15,000
Special Olympics Australia (NSW)	28,800
Surfing NSW Incorporated	50,000
Swimming NSW	40,000
Tennis NSW	50,000
The New South Wales Ski Association Limited	35,000
Triathlon New South Wales Limited	48,000
Wheelchair Sports NSW	50,000
Women's Bowls NSW	5,000
Yachting NSW	48,400

Grant funding: Minister's Discretionary Fund

Organisation	Amount \$
Macksville Athletic Club	2,000
South Coast Hunters Club	10,000
Deaf Sports Australia	10,000
Bilambil Terranora Football Club	3,000
Wreck Bay Football Club	7,500
National Rugby League	5,000
Sport NSW	30,000
Mulgoa Public School	5,000
PCYC	10,000
St George District Athletic Club	2,500

Grant funding: Surf club facility program

Organisation	Amount \$
Surf Life Saving NSW Incorporated	2,000,000

Grant funding: Strategic partnership program

Organisation	Amount \$
Athletics Australia	25,000
Austswim Limited	30,000
Cricket New South Wales	15,000
NSW Netball Association	70,000
Outdoors NSW	83,000
Royal Life Saving Society NSW - Head Office	700,000
Sport NSW	250,000
Sports Medicine Australia	78,350

Grant funding: Community Sport Facilities

Organisation	Amount \$
Ashfield Council	250,000
Byron Bay Red Devils Rugby League	20,000
Campbelltown City Council	185,000
Central Coast Council	275,000
Cronulla Surf Club	13,150
CSI Sport and Recreation Club	59,000
Cumberland Council	200,000
Eurobodalla Shire Council	12,000
Griffith Showground Trust	50,000
Hornsby Ku-Ring-Gai PCYC	10,000
Hunter River Agricultural & Horticultural Association	125,000
Kemps Creek United Soccer Club	10,000
Lismore and District Netball Association	2,500
Macleay Netball Association	5,000
Mosman Council	150,000
Mulgoa Public School P&C	5,000
Murwillumbah Mustangs RLFC	2,500
Nepean District Tennis Association	60,000
Pambula Pony Club and Sports Ground	88,000
Parramatta Cricket Club	20,000
Peninsular Firearm Academy Inc	1,650,000
Quakers Hill Junior Soccer Club	36,800
Singleton Netball Association	100,000
Snowy Monaro Regional Council	100,000
St George District Athletic Club	2,500
Surfing Australia Ltd	3,000,000
The Hills Shire Council	90,000
Tweed Coast Tigers Junior AFL Club	100,000
Upper Macleay District Rodeo	5,000

Grant funding: Safe Shooting Program

Organisation	Amount \$
Air Rifle Association of Australia Inc	20,000
Bankstown Chatswood Rifle Club Inc	6,073
Braidwood Pistol and Target Shooting Club	6,000
Broken Hill Field and Game Association Inc	5,879
Broken Hill Pistol Club Inc	20,000
Central Coast Pistol Club Inc	8,500
Cessnock Pistol Club	20,000
City of Maitland Pistol Club Inc	8,250
Cobar Clay Target Club Inc	14,611
Condobolin Amateur Pistol Club Incorporated	7,055
Cooma Rifle Club Inc	1,000
Dubbo Field & Game Association Incorporated	14,214
Dubbo RSL Sub Branch Youth Club Inc	17,758
Emmaville Rifle Range Committee Incorporated	6,015
Explorers Rifle Club Inc	4,509
Gilgandra Sporting Shooters Association Australia	4,500
Goulburn Pistol Club Inc	5,454
Goulburn Rifle Club Inc	7,638
Goulburn Workers Smallbore Rifle Club Inc	14,099
Grafton Pistol Club Inc	10,135
Griffith Pistol Club	20,000
Gulgong Pistol Club Incorporated	5,000
Hastings Regional Shooting Complex Inc	11,560
Kurrajong Pistol Club Inc	11,850
Lithgow Small Arms Rifle Club Inc	18,127
Lithgow Valley Pistol Club	5,002
Manning Valley Rifle Club Inc	6,250
Mendooran Gun Club Inc	4,250
Narrabri Pistol Club Inc	20,000
Narromine Dubbo Rifle Association	10,554
Nelson Bay Pistol Club Inc	12,264
New South Wales Rifle Association Inc	15,125
Newtec Pistol Club Inc	20,000
Oberon Pistol Club Inc	16,477

Grant funding: Safe Shooting Program

Organisation	Amount \$
Parkes Pistol Club Inc	20,000
Parkes Sporting Shooters Association of Australia	5,967
Port Macquarie Pistol Club Inc.	18,175
Quirindi Sporting Clay Target Club	12,027
Shoalhaven Pistol Club	20,000
SSAA (NSW) Broken Hill Branch Inc	10,350
SSAA (NSW) Glen Innes Branch Inc	16,651
SSAA (NSW) Northern Rivers Branch	20,000
Sydney Pistol Club Limited	20,000
Tamworth Pistol Club Inc	20,000
Taree Pistol Club	20,000
Taree Wingham Clay Target Club	5,528
Tumut Clay Target Club	14,700
Ulladulla Pistol Club Inc	3,615
Wentworth Pistol Club Inc	7,500
West Broken Hill Rifle Club No 138 Inc	922
Yorkshire Society Rifle Club Inc	6,075

Grant funding: Sport Development Program

Organisation	Amount \$
AFL (NSW/Act) Commission Ltd	60,000
Amputee Golf Australia (NSW)	10,000
Archery Society of NSW	5,000
Athletics NSW	35,000
Australian Commonwealth Games Committee NSW Branch	20,000
Australian Electric Wheelchair Hockey (NSW) Inc	10,000
Australian Parachute Federation	10,000
Australian Paralympic Committee	30,000
Australian Underwater Federation Inc	10,000
Baseball NSW	55,000
Billiards & Snooker Association of NSW Inc	5,000
Blind Cricket NSW	10,000
Blind Sporting Association of NSW	10,000
BMX NSW Inc	15,000
Boccia NSW Inc	10,000
Boxing Australia (NSW) Incorporated	10,000
Cerebral Palsy Sporting & Recreation Association. of NSW	10,000
Confederation of Australian Motor Sport	25,000
Cricket New South Wales	60,000
Croquet NSW Inc	15,000
Cycling NSW	55,000
Dancesport NSW	10,000
Deaf Sports Australia	10,000
Disabled Wintersport Australia	20,000
Diving NSW	20,000
Dragon Boats NSW Inc	15,000
Equestrian Federation of Australia (NSW Branch)	48,500
Field Archery Australia (NSW Branch)	5,000
Football NSW Limited	30,000
Golf NSW Limited	60,000
Hockey New South Wales Limited	55,000
Ice Racing NSW Inc	5,000
Indoor Sports NSW	30,000
Judo Federation of Australia (NSW) Inc	15,000

Grant funding: Sport Development Program

Organisation	Amount \$
Karting NSW Inc	15,000
Kung Fu Wushu NSW Inc	5,000
Little Athletics Association of NSW	35,000
Masters Swimming NSW	20,000
Motorcycling NSW Limited	55,000
Nasr (NSW & ACT) Inc	15,000
Northern NSW Football	30,000
NSW Amateur Pistol Association	30,000
NSW Badminton Association	15,000
NSW Basketball Association	55,000
NSW Biathlon Association	5,000
NSW Bocce Federation	5,000
NSW Clay Target Association Inc	15,000
NSW Darts Council	10,000
NSW Endurance Riders Association Inc	6,500
NSW Fencing Association	10,000
NSW Flying Disc Association	10,000
NSW Gliding Association	10,000
NSW Goalball Association	10,000
NSW Gridiron Football League	5,000
NSW Gymnastics Association Inc	55,000
NSW Handball Association	5,000
NSW Hang Gliding & Paragliding Association Inc	10,000
NSW Ice Hockey Association	20,000
NSW Ice Skating	10,000
NSW Karate Federation Inc	5,000
NSW Lacrosse Inc	5,000
NSW Netball Association	60,000
NSW Olympic Council	45,000
NSW Parachute Council	10,000
NSW Polo Association	10,000
NSW Powerchair Football Association	5,000
NSW Rifle Association	15,000
NSW Rugby League	60,000

Grant funding: Sport Development Program

Organisation	Amount \$
NSW Rugby Union Ltd	60,000
NSW Snowsports	30,000
NSW Squash Limited	55,000
NSW Tenpin Bowling Association	10,000
NSW Touch Association	55,000
NSW Water Polo Inc	55,000
NSW Water Ski Federation	30,000
NSW Weightlifting Association Ltd	20,000
NSW Women's Bowling Association Inc	30,000
NSW Wrestling Association Inc	15,000
Orienteering Association NSW	20,000
Paddle NSW Incorporated	20,000
Polocrosse Association of NSW	10,000
Riding for The Disabled Association (NSW)	20,000
Rowing New South Wales Incorporated	55,000
Royal NSW Bowling Association	30,000
Sailability NSW	20,000
Sailing for Everyone Foundation	10,000
Schizophrenia Fellowship of NSW Inc	10,000
Skate NSW Inc	15,000
Softball NSW Incorporated	55,000
Special Olympics Australia - NSW Branch	20,000
Sport NSW	36,731
Sports 4 All	10,000
State Volleyball NSW Inc	15,000
Surfing NSW Inc	55,000
Swimming NSW Ltd	40,000
Table Tennis NSW Inc	20,000
Tennis NSW	60,000
The Pony Club Association of NSW Inc	55,000
Transplant Australia Limited	10,000
Triathlon New South Wales	30,000
Wheelchair Rugby League Australia Inc.	5,000
Wheelchair Sports NSW	20,000
Yachting Association of NSW	55,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Aberdeen Senior and Little Athletics Centre Inc	12,000
ACCA Dragon Boat Racing Team	6,915
AFL North Coast	4,000
Albury Wodonga Adult Riding Club	2,141
Albury Wodonga Rugby Union Football Club Inc	5,245
Aquinas Holy Family Colts Junior Rugby League Club Inc	5,000
Arcadia Pony Club	10,000
Armidale Golf Club Ltd	2,000
Arncliffe Scots FC	20,000
Athletics Wollongong Inc	3,450
Attunga Horse Sporting Club	3,014
Auburn District Cricket Club Inc	5,000
Austral Korean Table Tennis Association Inc	5,000
Avondale Touch Football Association	2,000
Balgowlah Golf Club Ltd	1,248
Ballina Netball Association	5,000
Balmain Amateur Swimming and Water Polo Club Inc	2,000
Balmain and District Football Club Inc	1,920
Balmain Rowing Club	18,000
Balmain Sailing Club Inc	1,800
Banksia Tigers Football Club	20,000
Bankstown City Netball Association Inc	19,690
Bankstown Jets Junior Touch Association	3,500
Bankstown Touch Association	2,555
Barraba Rugby Union Football Club Inc	11,447
Batemans Bay BMX Club Inc	1,200
Batemans Bay Seahawks AFL Club	20,000
Bathurst Bushrangers Australian Rules Football Club	10,000
Bathurst Carillon City Tennis Club	7,000
Bathurst Touch Association Inc	2,000
Baulkham Hills Australian Football Club Inc	13,328
Bay & Basin Community Nippers	4,660
Beecroft Lawn Tennis Club Inc	20,000
Bega Bombers Inc	1,760
Bellingen Valley Dorrigo Rugby League Football Club	12,500

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Berala Bears Junior Rugby League Football Club Inc	5,000
Berala Carramar Hardcourt Tennis Association Inc	10,000
Berowra Cricket Club Inc	6,000
Berrigan Football Club	5,000
Beverley Park Golf Club Limited	20,000
Bidgee Dragons Abreast Wagga Wagga	15,000
Bilambil Junior Soccer Club	2,000
Bingara District Cricket Association Inc	20,000
Blackhead Surf Life Saving Club Inc	750
Blackheath Golf Club Limited	13,820
Blacktown District Cricket Club	19,000
Blacktown Junior Australian Football Club	4,963
Blacktown Magic Australian Football Club Inc	25,000
Blayney District Tennis Club	15,000
Blayney Little Athletics Inc	1,010
Bogan Gate Golf Club Inc	4,300
Boggabri and District Rugby League Football Club	7,374
Bomaderry Swimming Club Inc	3,000
Bondi Surf Bathing Life Saving Club	5,000
Boorowa Recreation Club Co-operative Society Ltd	4,600
Bowral United Soccer Club Inc	7,000
Branxton Greta Amateur Swim Club	2,450
Brighton Seagulls Junior Rugby League Football Club	2,000
Brocklesby-Burrumbuttock Saints Netball Club	20,000
Broken Hill Netball Association Inc	1,800
Bronte Bowling Club Ltd	2,950
Bronte Surf Life Saving Club Inc	2,000
Broulee Dolphins JRUFC	3,000
Brunswick Valley Bulldogs Junior AFL Club	1,500
Bulli Surf Life Saving Club Inc	5,000
Byron Bay Basketball Association Inc	8,000
Byron Bay Football Club	5,000
Byron Bay Junior AFL Club	3,000
Callala Junior Sailing School Inc	2,500
Camden Amateur Swimming Club	2,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Camden Cricket Club	5,000
Camden Junior Australian Football Club	1,440
Camden RSL Youth Boxing Club Inc	5,000
Camden Rugby Union Club Inc	5,000
Camden Valley Basketball Association	7,000
Campbelltown Caspers Baseball Club	13,000
Campbelltown Cobras Soccer Club	5,000
Campbelltown Harlequin Rugby Club Inc	7,000
Castle Hill BMX Club Inc	4,000
Castle Hill Bowling Club Ltd	7,100
Castle Hill RRSL Gymnastics Club	8,000
Catherine Hill Bay Surf Lifesaving Club	9,500
Central Coast Baseball Association	18,000
Central Coast Touch Football	5,000
Central Coast Waves Basketball Association Inc	1,679
Central West Gymnastics Club Orange	1,449
Central West Off Road Bicycle Club	4,559
Cessnock District Hockey Association Inc	17,750
Cessnock Minor Rugby League	15,077
Charlestown City Blues Football Club	12,000
Charlestown District Cricket Club Inc	13,900
Charlestown District Junior Lawn Bowls Development Association Inc	2,100
Chatswood Rangers Sports Club	8,549
Chipping Norton Football Club Inc	1,650
City of Sydney Aquatic Club	5,000
City of Sydney Basketball Association	5,000
Clarence Coast Dragon Boat Club Inc	5,000
Clovelly Bowling and Recreation Club Ltd	3,000
Cobbitty Narellan Cricket Club Inc	4,936
Coffs Harbour Basketball Association Inc	5,000
Coffs Harbour Golf Club Ltd	10,000
Coffs Harbour Kart Club	7,063
Colyton St Clair Little Athletics Centre Inc	5,000
Concord & Ryde Sailing Club Inc	3,850
Concord Burwood United Junior Rugby League Club	2,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Concord Triathlon Club	5,000
Condobolin Junior Cricket Association	2,505
Connells Point Sailing Club	1,800
Coogee Surf Life Saving Club Inc	13,500
Coogee United Football Club	4,550
Coolangatta Mt Warning Dragon Boat Club	2,303
Cooma Athletics Inc	1,840
Cooma Netball Association	20,000
Coomba Aquatic Club Inc	4,700
Coonabarabran Junior Rugby Union Football Club	4,571
Corindi Pony Club Inc	2,500
Corowa Rowing Club	2,500
Corrimal Rugby League Football Club Inc	7,000
Corrimal Surf Life Saving Club Inc	4,475
Corrimal Swim Club	4,728
Coutts Crossing Croquet Club Inc.	4,700
Cowra Bowling & Recreation Club Ltd	2,000
Cronulla Bowling & Recreation Club Ltd	5,850
Cronulla Swim Club	5,000
Crookwell Mens Bowling Club	2,532
Cruisers Softball Club Inc	2,000
Cudgen Headland Netball Club Inc	2,000
Culburra & Districts Rugby League Football Club	1,975
Culburra Beach Boardriders Club	5,000
Delta Archers Inc	5,950
Deniliquin & District Cricket Association	15,000
Dragons Abreast Mt Warning Inc	5,000
Dubbo Dirt Bike Club	13,104
Dubbo Field & Game Association Inc	4,000
Dubbo Touch Association	15,596
Dubbo Water Polo Club	5,000
Dunedoo Bowling Club Ltd	3,211
East Campbelltown Eagles JRLFC	25,000
East Hills Netball	2,000
East Maitland Junior Rugby League Football Club Inc	2,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
East Roseville Bowling Club	4,730
Eastern Suburbs Cricket Club (Waverley) Inc	5,000
Eastern Suburbs Junior Baseball League Inc	5,000
Eastern Suburbs Leagues Club Ltd - Kingswood Sports	10,000
Eastwood District Rugby Union Football Club	5,000
Eastwood Ryde Netball Association Inc	3,700
Eden Killer Whales Soccer Club Inc	7,450
Elanora Country Club Ltd	20,000
Emmaville Deepwater Swimming Club Inc	4,700
Emmaville Pony Club Inc	1,375
Emu Plains Sporting and Recreation Club	5,000
Engadine Eagles Netball Club Inc	4,000
Epping Bulls Junior Cricket Club	15,938
Epping Rugby and Netball Club	5,000
Erina Rugby League Football Club Ltd	7,000
Evans Head Rugby League Club	2,150
Far North Coast Baseball Association Inc	12,708
Five Dock Falcons Baseball Club Inc	24,000
Flamin' Dragons Port Macquarie Inc	1,791
Flying Bats Soccer Club	1,775
Forbes and District Soccer Club	5,250
Forest Districts Australian Football Club	5,000
Freshwater Surf Life Saving Club	5,000
Garden Suburb Junior Soccer Club Inc	4,000
Gilgandra Junior Cricket Association	5,000
Gilgandra Little Athletics	3,387
Gilgandra Sporting Club Co-op Ltd	5,000
Gladesville RSL Gymnastics	5,000
Gladesville Sharks Football Club	1,300
Glebe Junior Australian Football Club Inc	2,000
Glenly Tennis Club Inc	2,942
Glenmore Park Cricket Club	5,000
Glenmore Park Football Club	7,000
Glenmore Park Junior Rugby League Club Inc	7,000
Glory Football Club	4,700

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Googong Australian Football Club	3,661
Googong Rugby League	500
Gosford City Basketball & Sports Stadium	8,774
Gosford District Tennis	3,084
Gosford Sailing Club	5,000
Gosford Water Polo Club	3,916
Goulburn Mulwaree Athletics	4,774
Goulburn Pony Club	4,565
Goulburn Stags Football Club Inc	5,000
Grafton Hockey Association Inc	3,240
Grafton Netball Association	5,000
Grafton Pistol Club Inc	1,940
Grafton Polocrosse Club Inc	250
Granville District Football Referees Association Inc	5,766
Granville-Waratah Soccer Football Club Inc	5,000
Great Lakes Netball Association	2,000
Great Lakes Pearl Dragons	4,800
Great Lakes United Football Club	1,789
Great South West Softball Association	2,000
Greenacre Eagles Football Club	1,075
Grenfell & District Junior Rugby League Inc	2,000
Gundagai Swimming Club Inc	1,954
Gunnedah Motorcycle Club Inc	5,000
Guyra Polar Bear Swimming Club	12,779
Hawkesbury Baseball Club	6,615
Hawkesbury City Junior Rugby League Club	10,000
Hawkesbury District Tennis Association Inc	20,000
Hay Services Club	16,500
Helensburgh-Stanwell Park Surf Life Saving Club Inc	3,120
Hills Basketball Association Inc	8,000
Hills District Netball Association Inc	20,000
Hills District Pony Club Inc	5,000
Hills Hornets Touch Football Association	899
Hills Rugby Union Football Club	7,000
Hills Seniors Rugby Union Inc	4,405

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Hills United Soccer Club Inc	10,000
Holroyd Rangers Soccer Club Inc	5,000
Hornsby Berowra Eagles Junior AFL Club	2,000
Hornsby Junior Rugby Club Inc	10,000
Hornsby Ku-ring-gai & Hills District Cricket Coaches Association	2,000
Hornsby Kuring-Gai District Tennis Association Inc	3,650
Hornsby RSL Football Club	5,000
Hornsby Rugby Club Inc	5,000
Hornsby Sailing Club	3,000
Hornsby Wildcats Softball Club Inc	5,000
Howe Park Tennis Club	2,400
Hunter Badminton Inc	20,000
Hunter United Diving Academy Inc	5,000
Ikaika Canoe Club	5,000
Illawarra Cycle Club	20,000
Illawarra District Rugby League Football Club Limited	5,000
Illawarra Dragon Boat Club Inc	1,279
Illawarra International Judo Club	7,500
Illawarra Junior Baseball League	4,700
Illawarra Rugby Union Referees Association Inc	4,420
Illawong Athletics	17,230
Iluka Bowls Club Ltd	1,160
Iluka Netball Club Inc	2,420
Ingleburn Tennis Club	7,360
Inverell Cricket Association Inc	2,000
Jamberoo Tennis Club	20,000
Jervis Bay Sailing Club Inc	5,000
Jindabyne Amateur Swimming Club	3,400
Kareela Golf and Social Club	6,830
Kariong & Districts Rugby Club Inc	5,000
Karuah and District Golf Club Limited	1,252
Kearsley Community Sporting Association Inc	4,000
Kellyville Rouse Hill Magpies AFL Club	5,000
Kellyville United Football Club	7,000
Kemps Creek United Soccer Club Inc	5,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Kempsey Golf Club Limited	5,000
Kempsey Macleay Dragon Boat Club	3,261
Kempsey Pistol Club Inc	4,423
Kew Country Club	9,687
Kiama Little Athletics Centre Inc	300
Kiama Rugby Football Club Inc	3,000
Kiama Rugby League Football Club Inc	4,000
Kiama Tennis Club Inc	15,000
Killara & District Softball Club	2,950
Killara Bowling Club Ltd	1,000
Killara Lawn Tennis Club	2,000
Kings Langley Little Athletics Centre	5,000
Kingscliff District Football Club	2,000
Kingscliff Netball Club Inc	5,000
Kookas Cricket Club Inc	5,000
Koorinal Colts Cricket Club	3,000
Kotara Bowling & Recreation Club Co-op Ltd	8,000
Kotara South Athletics Club	10,000
Ku-ring-gai Netball Association	5,000
Lake Illawarra Little Athletics Inc	1,000
Lake Macquarie Standup Paddleboard Club	6,240
Lakes United RLFC Inc	19,000
Lane Cove Football Club Inc	5,000
Lane Cove Junior Rugby League Club Inc	20,000
Lane Cove Rugby Union Club Inc	4,750
Lane Cove Tennis Club Inc	5,100
Le-Ba Boardriders	2,000
Leichhardt Rowing Club	5,000
Lennox Head Alstonville Surf Life Saving Club Inc	15,000
Lismore Little Athletics Centre	13,292
Lismore Thistles Soccer Club Inc	4,000
Lithgow City Tennis Club Inc	8,000
Lithgow Valley Pistol Club	1,990
Lloyd McDermott Rugby Development Team	5,000
Lochinvar Rovers Football Club Inc	5,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Lyrebird Netball Club Inc	1,363
Macarthur Skylarks Hockey Club	5,000
Maccabi NSW	2,000
Macksville Scotts Head Surf Life Saving Club	2,500
Macleay Golf Club Limited	10,000
Macleay Netball Association	1,820
Macquarie Shores Swimming Club	4,295
Maia Outrigger Canoe Club Inc	5,000
Maitland City Tennis Club Inc	6,000
Maitland District Netball Association Inc	9,000
Majellan Bowling Club Ltd	3,000
Manilla Team Penning Inc	5,074
Manly Christian Brothers College Old Boys Football Club Inc	2,050
Manly Lawn Tennis Club	10,000
Manly Roos Rugby Club	2,000
Manly Warringah Basketball Association Ltd	2,000
Manly Yacht Club Inc	17,000
Marist Dragons Dragon Boat Club Inc	5,000
Maroubra Rugby League Football Club	2,500
Marrar Football & Netball Club Inc	19,000
Marrickville Football Club	5,000
Mascot Kings Soccer Club Inc	4,500
Mathoura Tennis Club Inc	13,500
Medowie and Districts Rugby Club	5,000
Medowie Little Athletics Centre Inc	2,800
Mendooran Gun Club Inc	2,505
Mendooran Tennis Club Inc	1,000
Merriwa Swimming Club Inc	4,577
Merrylands Maulers JRLFC Inc	2,000
Mets Baseball Club	1,750
MFS Volleyball Club Inc	6,620
Mid North Coast Rugby Union	5,000
Mid North Coast Team Penning Association	10,406
Milton Ulladulla Little Athletics Club Inc	2,068
Milton Ulladulla Touch Association Inc	5,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Miranda Bombers AFC	3,500
Mittagong Rugby League Football Club Inc	20,000
Monaro Panthers FC Inc	5,000
Moore Park Tigers Junior Australian Football Club Inc	7,000
Moree Motorcycle Club	6,155
Morisset United Football Club Inc	1,039
Moruya Soccer Club	4,000
Mosman Croquet Club Inc	4,600
Mosman Netball Club Inc	1,000
Mosman Swans Junior Australian Football Club	20,000
Moss Vale Golf Club	7,500
Mount Druitt Little Athletics Centre Inc	2,000
Mount Lewis Bowling Club Co-op Ltd	12,000
Muirfield Golf Club Ltd	5,000
Mullumbimby Junior Soccer Club Inc	2,000
Murwillumbah Cricket Club	10,000
Muswellbrook Ladies Mixed & Junior Touch Association	3,000
Muswellbrook Little Athletics Centre Inc	3,500
Myall Park Croquet Club	4,900
Myuna Bay Tournament Water Ski Club	4,200
Naga Spirit Dragonboat Club Inc	1,950
Nambucca Valley Archery Club Inc	5,250
Narrandera Basketball Association Inc	4,995
Narrandera Cricket Inc	2,000
Narrandera Little Athletics Inc	2,500
Narraweena Junior Rugby League Football Club	3,859
Narromine District Cricket Council	1,800
Nepean Aquatic Centre Swim Club Inc	3,300
Nepean Football Association Inc	3,000
New South Wales Field and Game Association - Cooma Branch Inc	5,000
New South Wales Police Rugby League Football Association	5,000
Newcastle and District Softball Association Inc	1,400
Newcastle City Australian Football Club	20,000
Newcastle City Junior Australian Football Club	5,000
North Arm Cove Tennis Club Inc	12,072

Grant funding: Local Sport Grant Program

Organisation	Amount \$
North Companions Football Club	1,452
North Entrance Surf Life Saving Club Limited	5,700
North Rocks Carlingford Little Athletics Centre	5,000
North Steyne Surf Life Saving Club Inc	5,000
North Sutherland Rockets Soccer Club Inc	2,500
North Sydney Junior Baseball Association	10,000
North West Football Club Inc	4,500
Northbridge Football Club	7,000
Northern Inland Football	5,000
Northern Lakes Rugby League Sport and Recreation Club	21,500
Northern New South Wales Sabot Sailing Association Inc	4,250
Northern Storm Football & Sports Club	5,000
Northern Suburbs Football Association Inc	3,812
Northern Suburbs Rugby Football Club	1,775
NSW Push and Power Rugby League Inc	5,000
Nyngan Junior Rugby League Club	4,647
Oak Flats Falcons Football Club	3,000
Oatlands Golf Club Limited	5,000
Oatley RSL Youth Sports Club Inc	2,000
Oberon District Little Athletics Centre Inc	2,000
Old Bar Beach Pirates Rugby League Football Club	5,000
Orange & District Softball Association	5,320
Orange Clay Target Club Inc	5,000
Orange District Basketball Association	4,672
Outback Dragons Dubbo Inc	5,000
Ovens and Murray Amateur Water Polo Association Inc	5,000
Oxley Island Pony Club	4,472
Pacific Dragons Dragon Boat & Outrigger Canoe Club	5,000
Panania RSL Youth Soccer Club	2,000
Parkes Australian Football Club Inc	5,435
Parkes Pony Club	1,800
Parkes Railway Bowling Club	4,442
Parramatta Auburn Netball Association Inc	2,000
Parramatta District Cricket Club Inc	20,000
Parramatta District Rugby Union Football Club Ltd	7,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Pennant Hills Australian Football Club Inc	4,500
Pennant Hills Netball Club Inc	4,352
Penrith District Cricket Club	3,200
Penrith Rugby Club Inc	5,000
Penrith Touch Association	6,250
Penrith Valley Little Athletics Centre Inc	16,499
Penrose Country Golf Club	5,180
Penshurst West Youth Football Club	2,500
Picton Rangers Soccer Club	2,595
Pittwater Baseball Club Inc	6,530
Port Hacking Open Sailing Club Inc	7,000
Port Jackson Rifle Club	8,000
Port Kembla Surf Life Saving Club Inc	3,500
Port Macquarie Cycling Club Ltd	9,930
Port Macquarie Junior Cricket Club Inc	20,000
Port Macquarie Rowing Club	3,200
Port Stephens Outrigger Club	5,000
Port Stephens Sports Taekwondo Inc	5,000
Pottsville Beach Soccer Club Inc	2,300
Quakers Hill JRLFC	2,000
Quakers Hill Little Athletics Centre Inc	3,068
Queanbeyan Junior Australian Football Club	2,000
Quirindi Sporting Clay Target Club	9,756
Rainbow Dragons Abreast Inc	2,000
Raymond Terrace District Cricket Club	13,976
Razorbacks Rugby Club	9,330
Renown United Sports Club Inc	5,000
Revesby Workers Little Athletics Centre	2,000
Rockdale City Suns Football Club	9,000
Rogue Women's Ultimate Club	5,000
Rooty Hill RSL Gymnastics and Aquatics Club	19,000
Roseville Junior Rugby Union	5,000
Ryde Rugby Club Inc	25,000
San Remo BMX Club Inc	11,165
Saratoga Sailing Club Inc	4,650

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Sawtell Croquet Club Inc	11,000
Sawtell SLSC	437
Scone Gymnastics Club	3,023
Shelly Beach Golf Club	5,000
Shelly Beach Surf Life Saving Club Inc	5,000
Singleton Amateur Swimming Club Inc	5,000
Singleton Australian Football Club Inc	5,000
Sloths Dragon Boat Club Inc	5,851
South Coast United Mountain Bikers Inc	4,700
South Sydney District Junior Rugby Football League Ltd	2,000
South West Rocks Netball Club	840
Southern and Ettalong United Football	8,000
Southern Cross Gliding Club	5,874
Southern Crushers Rugby Club Inc	5,000
Southern Districts Rugby Club Ltd	17,000
Southern Districts Soccer Football Association Inc	20,000
Southern Power AFC	4,990
Southlake BMX Club Inc	4,485
SSAA (NSW) Northern Rivers Branch	5,800
SSAA Tenterfield Branch Inc	5,000
St Bernadette's Netball Club	7,000
St Clair Netball Club	7,000
St George & Sutherland Shire Table Tennis Association Inc	1,000
St George AFC	2,000
St George Basketball Association	12,000
St George Cycling Club Inc	5,000
St George District Cricket Association	4,730
St George District Cricket Club Inc	20,000
St George District Netball Association	7,000
St George Rowing Club	5,000
St Georges Basin Football Club Inc	3,750
St Georges Basin Junior Rugby League Football Club Inc	4,000
St Georges Basin Touch Association	3,898
St Ives Junior Cricket Club	17,000
St John Bosco Youth Centre	2,000

Grant funding: Local Sport Grant Program

Organisation	Amount \$
St Johns Park Bowling Club	20,000
St Marys Eaglevale Soccer Club Inc	20,000
Stanmore Hawks FC	4,100
Stockton Junior Cricket Club	2,850
Strathfield Croquet Club Inc	2,000
Strathfield Junior Soccer Club Inc	5,000
Strikers Softball Club	750
Sudu Dragon Boat Club Inc	5,900
Sun Valley Pony Club	5,901
Super Sikhs Sports Association	4,500
Surf Life Saving Central Coast	5,000
Sussex Inlet RSL Club Ltd	3,296
Sutherland Croquet Club Inc	1,378
Sutherland District Cricket Club Inc	2,500
Sutherland Loftus United JRLFC	20,000
Sutherland Shire Netball Association Inc	6,375
Sutherland Shire Softball Association Inc	14,500
Swimming Gunnedah Inc	3,900
Swimming Metro North West Association	5,000
Swimming North Coast	5,000
Sydney Cricket Club	19,000
Sydney Flying Squadron Ltd	4,600
Sydney Frontrunners	5,000
Sydney Knights Youth Basketball Club	3,990
Sydney Northern Beaches Water Polo Club Inc	7,701
Sydney Rangers Football Club Inc	5,000
Sydney Sirens Women's Ice Hockey Club	5,000
Sydney Stock Sport Inc	2,200
Sydney Tsunami Dragonboat Club	6,392
Sylvania Bowling Club Cooperative Ltd	2,300
Sylvania Heights Community and Youth Netball Club	2,495
Sylvania Junior Rugby	5,000
Table Tennis Goulburn Inc	13,849
Tamworth AFL	3,000
Tamworth Basketball Association Inc	3,400

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Tamworth Mountain Bikers Inc	1,800
Tamworth Netball Association Inc	225
Tarcutta Campdraft Club	2,245
Taree RSL Red Rovers	5,000
Taree Torpedoes Swim Club Inc	4,500
Tenambit Morpeth District Cricket Club	4,657
Tennis Terranora Inc	20,000
Tenterfield District Cricket Association Inc	5,000
Terrigal Rugby Club Inc	9,076
Terrigal Trotters Inc	5,000
Terrigal Wamberal Little Athletics Club	9,500
The Entrance District Junior Cricket Club	19,350
The Goulburn Tennis Club Inc	2,000
The Hills Swimming and Life Saving Club	2,500
The Mona Vale Golf Club Limited	4,200
The Ponds Cricket Club	2,000
The Sydney Showjumping Club Inc	11,000
Thirroul Junior Football Club	4,897
Tinonee Soccer Club Inc	5,000
Tintenbar East Ballina Football Club Inc	2,500
Toronto Amateur Sailing Club	5,000
Toronto Croquet Club Inc	900
Tottenham Pony Club Inc	2,000
Trundle Junior Cricket Club	2,562
Tumut Junior Cricket Association	15,000
Tuncurry Forster Sports Netball Club	3,000
Tuross Head Tennis Club Inc	5,590
Tweed Netball Association Inc	2,000
Tweed United Football Club Inc	2,000
Twofold Bay Yacht Club Inc	2,000
Ulladulla Dockers AFC	4,990
Ulladulla Swimming Club	2,500
Unanderra Hearts Soccer Club Inc	1,800
UNSW Swimming Club Inc	7,000
Uralla United Cricket Club Inc	800

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Vaucluse Bowling Club Limited	900
Wagga Wagga Cycling Club Inc	14,755
Walgett District Pony Club	5,000
Wallsend Bowling Club Cooperative Ltd	5,000
Wallsend District Swans Junior Australian Football Club	4,054
Wallsend Football Club	7,000
Wallsend Touch Association Inc	2,000
Wanda Surf Lifesaving Club Inc	2,000
Wangi Junior Rugby League Football Club Inc	20,000
Warilla Bowls and Recreation Club	5,000
Warilla Lake South MRLFC	5,000
Warradale Little Athletics Centre Inc	2,679
Waterboard Bowling Club Coop Limited	4,703
Wauchope Rugby Union Club	4,000
Waverley Rugby Football and Sporting Club	7,000
Wellington District Cricket Association	2,500
Wenty Leagues Cricket Club	20,000
Werrington Athletic and Little Athletics Centre Inc	8,150
West Pennant Hills Cherrybrook Soccer Club	5,000
West Pymble Cricket Club	1,000
West Ryde Rovers Sports and Social Club	3,573
West Wyalong Amateur Swim Club	9,990
Western Rams Rugby League Inc	5,000
Western Raptors Junior Rugby Union Club Inc	5,000
Western Suburbs Junior Australian Football Club	2,000
Western Suburbs Lawn Tennis Association Limited	6,320
Western Suburbs Schoolboy Rugby League Football Club	5,000
Western Warriors Martial Arts Club	4,001
Westlakes Wildcats Football Club	4,076
Whale Beach SLSC Inc	5,000
Windang Tennis Club	5,000
Wingham District Rugby League Football Club Inc	5,000
Wingham Golf Club Limited	2,189
Wingham Junior Rugby League Football Club Inc	1,800
Winston Hills Junior AFL Inc	6,490

Grant funding: Local Sport Grant Program

Organisation	Amount \$
Wirlinga Pony Club	12,172
Wollongbar - Alstonville Rugby Club	4,000
Wolumla Football Club	5,000
Woollahra Colleagues Rugby Union Football Club	17,671
Woonona Bulli Junior Rugby League Football Club	18,900
Woonona Surf Life Saving Club	5,000
Woronora Life Saving and River Patrol Club Inc	5,000
Woy Woy Bowling Club	5,000
Woy Woy Peninsula Netball	5,000
Woy Woy Rugby League Football Club	5,000
Woy Woy Waterpolo Club Inc	5,000
Wyong District Tennis Association Inc	8,835
Wyong Rugby League Club Group	20,000
Yamba Breakers Netball Club	3,540
Yamba Football Club	4,800
Yeoval Golf Club Inc	5,000
Young Amateur Swimming Association	4,061
Young Rugby Union Football Club	1,500
Zone One Endurance Riders Inc	2,000



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