

Office of Sport

ANNUAL REPORT

2015 - 2016



Office
of Sport

Letter of Submission



The Hon Stuart Ayres MP Minister for Sport
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 2015/16 Office of Sport Annual Report for your presentation to the NSW Parliament.

The Office delivered strong operational performance and sound progress in re-aligning the sport and recreation business and building the essential foundations for realising the benefits sought from having the Office of Sport.

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 New South Wales.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Matt Miller', written over a horizontal line.

Matt Miller

Chief Executive

31 October 2016

Contents

2015–2016 at a glance	3
Office of Sport Strategic Intent	4
1. Our 2015-2016 performance	6
1.1 Strategic Overview	6
1.2 Places and Spaces	9
1.3 Sector Performance	13
1.4 Participation	17
1.5 High Performance Sport	23
1.6 Our Capability	25
2. Financial Report	28
Financial Overview	28
3. Governance and Charter	74
Appendix A Management Structure at 30 June 2016	76
Appendix B Human Resources	77
Appendix C Disability Inclusion Action Plan	81
Appendix D Multicultural Policies and Services Program	82
Appendix E Legal Change	83
Appendix F Consultants	84
Appendix G Overseas Travel	85
Appendix H Privacy and Personal Information	86
Appendix I Public Access to Information	87
Appendix J Internal Audit and Risk Management Statement	92
Appendix K Certificate of Currency	94
Appendix L Digital Information Security Policy Attestation	95
Appendix M Corporate Purchase Card Certification	96
Appendix N Consumer Response	97
Appendix O Grants (to non-government community organisations)	98

2015–2016 at a glance

\$1.6 billion

Rebuilding the Major Stadia Network commitment



\$20.3 million

Grant and project funding to athletes and sporting organisations



\$12.9 million

Grant funding for pre-elite and elite athlete support programs



490,000 participants

Accessed Office of Sport programs and events



84% customer satisfaction

With value for money of Sport and Recreation Centres services



Office of Sport Strategic Intent

What we do

The Office of Sport works with key sector partners to develop a vibrant and valued sport and active recreation sector that enhances the lives of the people of NSW.

The Office brings together the following sport related Government entities to deliver improved coherence and coordination of activities and investments in the sector:

- Sport and Recreation Services (including the State Sporting Venues Authority and the Combat Sports Authority)
- Sport Infrastructure Group
- Sport Development Group
- Corporate Services
- NSW Institute of Sport
- Sydney Olympic Park Authority
- Venues NSW

As one agency, we provide leadership and support to the sector to enhance its performance and sustainability.

We are responsible for planning, managing and delivering high quality venues, facilities, sport and active recreation development programs, high performance sport, and sports integrity and safety. We are also a driver for NSW sport policy and strategy, formation and dissemination of insights and information and the promotion of partnerships.

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 and 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 students
- State, national and international event organisations.

Our strategic priorities 2016-2020

The Office of Sport's strategic priorities for 2016-2020 are:

- Provision of high quality venues and facilities
- Enhancing sector performance and sustainability
- Improving participation in sport and active recreation
- Improving the NSW high performance sport system
- Ensuring the Office has the capability to deliver its agenda.

We believe that by embracing these strategic priorities and new strategic direction and working with the sector, government agencies and other partners to implement our plans, sport and active recreation will be more relevant and its potential contribution to public value better recognised.

Our strategic agenda aligns with the NSW Government's *Making It Happen* Plan and the achievement of broader State outcomes.

Through our strategies and initiatives, we make significant contributions to advancing the following *Premier's Priorities in Action*:

- Building infrastructure
- Creating jobs
- Tackling childhood obesity

- Improving education results
- Protecting our kids

Our strategic agenda also contributes the following broader State outcomes:

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

1. Our 2015-2016 performance

1.1 Strategic Overview

Operating Context

The sport and active recreation sector continued to face very significant challenges to its sustainability and performance.

The current participation landscape is uncertain and shifting. People are increasingly time poor, have limited budgets and are being offered new forms of entertainment. Less people are participating in organised sport and broader participation trends are problematic. Changing community demographics provides both a challenge and an opportunity for sports to develop new offerings to make traditional sports relevant to our changing communities.

Access to places and spaces continued to be a major issue, driven particularly by increases in population and in Greater Sydney, by higher densities associated with urban renewal. Some sports are already at capacity given existing facilities and others are facing significant pressure to maintain quality of facilities due to increasing utilisation.

Maintaining and contemporising existing sports facilities to appropriate standards is emerging as another strategic consideration. Technology and social media are driving new spectator and fan expectations which have significant implications for sports and stadia investments. Positive engagement on these fronts provides opportunities to address some of the sustainability challenges.

It is clear that without a well-focussed effort involving better infrastructure and facilities planning and increased and better-targeted investments in facilities, the sport and active recreation sector will not be able to grow and contribute to broader community benefits. The emerging focus on liveable communities will provide an opportunity to integrate improved planning and smarter investment choices.

Capacity and capability limitations in many sports provide a challenge to their ability to respond to the challenges facing the sector. There has been declining real investment by governments in sport and active recreation. For many sports, resourcing strategies to generate alternative revenues, address declining volunteering, and grow the sport is problematic. NSW sporting organisations also have to manage the local impacts of national reforms being led by the Australian Sports Commission and national sporting organisations.

Instances of inappropriate or illegal behaviour relating to use of drugs, match fixing, corruption, discrimination and participant welfare were again exposed. Sport's reputation and integrity was under scrutiny because of these behaviours.

International and national success is becoming harder to achieve as other countries, States and Territories invest more in elite sports. In a tight fiscal environment, identifying opportunities to drive improved high performance outcomes is another key challenge for the sector.

Sector Outcomes

Some sports achieved strong increases in participation, particularly because of new initiatives by those sports to provide products more attuned to changing needs and expectations of families and participants together with increased investment in entry-level programs for children. For instance, Cricket NSW, Tennis NSW and Football NSW have reported increases of between 5% and 11% in 2015-16.

Despite these successes, there remains a concern that overall participation levels in physical activity are still declining and a renewed effort to increase participation in both organised sport and active recreation is critical if we are to make significant progress on health related issues such as high levels of child obesity and diabetes. Sustaining these increased levels of participation in those

sports that have achieved those successes and broadening them to other sports will also be important to building a stronger community sport base for the viability of sports and clubs.

During 2015- 2016, there was a noticeably stronger engagement by a number of sports in infrastructure and facilities planning. This planning was integral to delivery of their strategic plans and provided a robust evidence base for increased funding requests to government. The evidence base gathered by the Office through the Future Needs of Sport Infrastructure Project in 2014- 2015 informed decisions on Government funding investments for a number of projects.

NSW high performance system outcomes during 2015- 2016 remained solid. Important alignment with Australia's Winning Edge program was advanced and NSW athletes and teams enjoyed successes in national and international competitions.

Core Office of Sport Performance

In 2015- 2016, the Office continued the focus on consolidation commenced in 2014-2015 and readying for activation of many of the reforms encapsulated in the Office's new strategic direction and priorities.

A comprehensive business transformation program was established to implement the Government's reforms arising from the recommendations from the 2015 Organisational Capability Review by Dr Allan Hawke AC. The focus of this work in 2015- 2016 was on developing options for service delivery reform to be considered by the Government in 2016-2017.

A new strategic plan was developed which built on the Statement of Strategic Intent developed in 2014- 2015. The Office's organisational structure was re-aligned to enable improved delivery and accountability of the new strategic direction and associated plans.

Staff support for the Office's new direction remained high despite the ongoing uncertainty and related employment concerns for many staff impacted by the business transformations under review by Government in the Office's sport and recreation centres, regional offices and corporate services.

Notwithstanding the focus on consolidation, the Office delivered a number of key initiatives during the year that supported strategic priorities of the Government including:

- Extensive review and engagement activities culminating in the announcement of the \$1.6 billion *Rebuilding the Major Stadia Network* program, buy-back of the ANZ Stadium, and initiation of the new Western Sydney Stadium project
- Completion of Stage 1 of the Future Needs of Sport Infrastructure Project and a Sector Review Project to identify opportunities to improve funding allocation and prioritisation
- Further improvements in collaboration and coordination across the Office entities in the planning and delivery of sport-related services and facilities including initial exploration of the potential benefits of establishing shared back-office services across the Office entities
- Stronger connections with Government agencies in respect of infrastructure planning and actions to tackle childhood obesity
- Establishing a new strategic research partnership with the University of Sydney
- Increased support for Sport NSW, the sport sector peak body
- Successful activation of Government Election and Budget Commitments.

The Government's investment in the *Rebuilding the Major Stadia Plan* is the biggest investment in sport since the Sydney Olympics in 2000. It is important for both sport and for supporting NSW's strong tourism and major events strategies. These investments in NSW stadia will boost our capacity to attract big events to NSW and create thousands of jobs.

Operational performance

Operational performance was again strong with key program outputs met and performance improvements reflected in more efficient service delivery. These results were achieved despite the uncertainties from potential business reforms in Sport and Recreation Services and Corporate Services. Lower net costs of operations were achieved even though there were increased attendances at the Office's Sport and Recreation Centres and events at the Office's Olympic

venues. Improved compliance with regulatory requirements in combat sports was also achieved within budget.

Sport and recreation organisations were provided increased funding support of \$20.3m during 2015-2016, an increase of 13% on 2014-2015. This higher funding together with ongoing support through the Office's sport development initiatives were important contributions by the Government to maintaining sector activities.

Financial Performance

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 unqualified opinion.

The Office again operated within its approved total expenditure budget of \$175 million without any negative impact across the forward estimates and delivered approved capital programs within the approved total capital budget of \$5.9 million. Savings targets were also successfully met as a result of strategies adopted to meet budget efficiency dividends.

Conformance

All entities within the Office effectively met Government conformance requirements with any financial management non-conformances being minor or non-material. As part of overall compliance management, continuous monitoring is undertaken to ensure key applicable compliance obligations are identified. These obligations are assessed for compliance levels or improvement opportunities and assigned to specific responsible officers. Any actions identified to improve compliance levels are assessed and monitored by management and the Audit and Risk Committee.

1.2 Places and Spaces

Our goal: well managed facilities that meet the needs of users and investors

Our focus: provision of high quality venues and facilities

To provide high quality venues and facilities, the Office

- Facilitates the future planning and provision of sport and active recreation facilities informed by input from key planning agencies and the sector
- Informs infrastructure investment decisions through master planning
- Ensures facility standards best meet the 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.

Rebuilding the Major Stadia Network

In September 2015, funding of \$1.6 billion was announced for the NSW Government's *Rebuilding the Major Stadia Network* program the biggest commitment to sport and major event infrastructure in NSW since the Sydney Olympics.

The NSW's Government strategy is to build a network of stadia that delivers diverse sporting and entertainment needs. Establishing the right network of contemporary stadia is critical to attracting big-ticket events and visitors, maintaining a strong NSW brand and generating social and economic benefits. Infrastructure NSW supports the importance of stadia to the state's productive infrastructure. This investment program will provide a mix of contemporary venues of varying sizes that meet user needs and enables NSW to bid for and host a wider range of events.

The Office of Sport will prepare a rigorous business case and finalise stadium designs to ensure that proposals are consistent with Government priorities and offer value for money. The Government's highest priorities are a rebuild of the Western Sydney Stadium in Parramatta and the transformation of ANZ Stadium into a world-class rectangular venue. As part of the infrastructure boost Allianz Stadium will be refurbished in the next term of government. A new \$40 million NRL Centre of Excellence fund will also be established with NSW NRL clubs eligible to refresh their local facilities on a dollar-for-dollar basis.

New Western Sydney Stadium

The proposed new Western Sydney Stadium will be the first of a network of contemporary venues to ensure NSW maintains a competitive edge in the national and international sporting and event market.

The stadium, to replace Parramatta Stadium built in 1986, will be the first project delivered in the NSW Government's stadia strategy. The proposal is for a 30,000-seat stadium to be built on the existing Pirtek Stadium site at Parramatta. The stadium will accommodate more fans and provide an improved game day experience for spectators.

The project is currently in the planning stage with construction planned to commence in 2017 and the new stadium due to open in 2019. It will accommodate a range of activities including rugby league, football, rugby union and outdoor music events. All hirers will benefit from a state-of-the-art playing surface with improved facilities for teams. Event goers will experience better and expanded seating, big screens and modern technology including Wi-Fi, with improved food and beverage facilities.

The new Stadium is being delivered by Projects NSW, a specialist project delivery unit of Infrastructure NSW, in close partnership with Venues NSW.

For details of the Venues NSW 2015-16 Annual Report go to the Venues NSW website: www.venuesnsw.com/page/publications

Government buyback and redevelopment of ANZ Stadium

In April 2016, the Government announced that it would acquire the ANZ Stadium business from the Stadium Australia Group returning the Stadium to public ownership. This initiative led by the Office

of Sport's Sport Infrastructure Group clears the way for the Government and the Office of Sport infrastructure team to commence the process of investing in the redevelopment of ANZ Stadium.

ANZ Stadium is to be transformed into one of the great rectangular stadiums of the world. It will offer a spectacular new event experience with members and fans significantly closer to the action enhancing the game-day experience.

Stadia governance

NSW has a wide variety of venues managed by multiple organisations. The Stadia Network includes the Sydney Cricket Ground and Allianz Stadium at Moore Park, Pirtek Stadium at Parramatta, Hunter Stadium at Newcastle, WIN Stadium at Wollongong, and ANZ Stadium at Sydney Olympic Park.

Given the scale of the stadia investment announced by the NSW Government, the governance arrangements require strong commercial capability and strong accountability to Government as investor to capitalise on the benefits of the new facilities. In the 2015-16 year, the Office of Sport explored options for new governance arrangements and commercial frameworks for Sydney's stadia network.

State Sports Infrastructure Strategy

The Office of Sport has commenced the development of a State Sports Infrastructure Strategy (SSIS) that will enhance the investment management capability for community sports facilities in NSW.

There is a high expectation from communities that the NSW Government, through various levels of governance, will manage the sport facility portfolio towards a sustainable future that reliably meets the future demands of the clubs and communities it supports. An overarching investment framework is required to allow the Government to make strategic investment decisions regarding sport facility funding throughout NSW.

The effectiveness of the framework will be dependent on the quality of asset data available to generate an accurate profile of existing sports facilities in NSW. The immediate issues and risks facing the Government in ensuring grant funding is allocated to those sports facilities that deliver the best outcome for communities in NSW include governance and accountability, investment funding and prioritisation and strategic asset planning and management.

This strategy represents a significant opportunity for the Office to assist in the delivery of sports facilities across NSW that meet the needs of local communities and support State policies and strategies.

Australia's first world-class Ski Jump ramp at Lake Ainsworth Sport and Recreation Centre

In June 2016 the NSW Government announced the development of an \$11 million winter sports training facility at the Lake Ainsworth Sport and Recreation Centre. The NSW Government contribution to this project is \$5.9 million.

The world class International Ski Jump will feature an Olympic sized swimming pool and water jump ramp. The facility will be suitable for various sporting disciplines, with a major focus on winter sports. This first for Australia, will significantly improve the training opportunities for Australian athletes hoping to compete in international winter sports events.

Southern Highland Regional Shooting Complex

The Office of Sport continues to improve the Southern Highlands Regional Shooting Complex at Hilltop to provide a contemporary facility for shooting clubs from the Illawarra, Western Sydney and Southern Highlands region.

The first priority is to complete the new 50 metre and 500 metre ranges. Works have included a redesign of the 50 metre and 500 metre ranges to further strengthen noise reduction measures and the installation of acoustic barriers and an acoustic shelter at the existing 800 metre range in response to community concerns about the noise levels. Noise testing results have demonstrated a positive improvement. The project involves the transfer of more than 2,800 hectares of land to

the State's National Park and Reserve system under an offset package as shooting clubs merge and relinquish other parcels of land at their home ranges.

The Office coordinated a community information session for the Southern Highlands Regional Shooting Complex. As part of an ongoing consultation process, community feedback was sought on current plans to mitigate the noise and environmental impacts. After assessing the feedback, a submission was made to the Department of Planning and Environment.

The Office of Sport will take over responsibility for the management of the Southern Highlands Regional Shooting Complex in late 2016.

Future Needs of Sport Infrastructure Study

In March 2016, the Office of Sport completed the first stage of its ongoing study into sport infrastructure needs in NSW. Participants in the study included 61 State Sporting Organisations and 61 local councils. The study established a database of infrastructure by sport, identified sport and council facility priorities, and developed an assessment framework to prioritise new projects. Information was provided by 39 sports on the facilities they use for competition purposes and that data was loaded onto NSW Globe, which enables viewing the data in a geo-spatial format.

Capital works at Sport and Recreation Centres and Olympic Venues

Life-cycle costing is crucial for the effective budget allocation of capital and recurrent maintenance to better meet current and future needs.

The Office of Sport implemented a Life Cycle Costing model across the 11 Sport and Recreation Centres, its three Olympic venues, and the Venues NSW Hunter Stadium. This work provided a crucial evidence base to support budget funding requests for future asset management programs.

The Office of Sport plans to expand the model sector wide as an evidence base for Total Asset Management plan funding. The outcome will be consistent and reliable asset maintenance programs within the sport portfolio in response to a growing maintenance liability. This will also provide for a unity of systems and reporting for strategic asset management across agencies.

In 2015- 2016 the maintenance and minor upgrade works program included an investment of \$7.76 million in 52 projects at Sport and Recreation Centres. Improvements included constructing nature play activity areas, improving roadworks, upgrading accommodation and roofing, improving accessibility and installing guest Wi-Fi systems.

Funding support to local facilities

The Office of Sport is committed to improving the quality and quantity of facilities where people have the opportunity to participate in sport, recreation and physical activity.

In the 2015-16 year, grant funding was provided for the construction of new facilities and the upgrade of existing facilities with funding from the Special Grants program and Surf Club Facility program.

A total of **\$19.3 million** was provided for the upgrade of facilities and the construction of new facilities.

Some funding highlights include:

\$10 million

Allocated to build the Australian Rugby Union Development Centre of Excellence at Moore Park



\$3 million

Over two years towards a new 25 metre indoor multiple purpose pool and refurbishment of Lithgow Aquatic Centre

\$2.8 million

Invested in 269 facility and capital equipment projects through the Local Sports Grant Program



\$2 million

Invested in Surf Life Saving NSW through the Surf Club Facility Program

18 Rugby League facility projects worth \$8 million

Jointly funded between the National Rugby League and the Office of Sport



1.3 Sector Performance

Our goal: a strategically focussed and empowered NSW sport and active recreation sector

Our focus: enhancing sector performance and sustainability

To enhance sector performance and sustainability, the Office

- Provides grant 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

Grant funding support

The Office of Sport is committed to investing in State sporting organisations, including those for people with a disability.

In 2015–2016 more than \$2.4 million was provided to 100 state level sporting organisations and more than \$1.65 million was provided to support the network of regional academies.

Grant funding support to build capacity

In 2015-16 two new grant programs were offered. The *Sport Development Grant Program* provided State sporting organisations additional grant funding for targeted initiatives that focused on growing participation, pathway alignment and national and international events. \$1.6 million was provided to 82 organisations through this program.

Local Sport Grant Program

In 2015-16 more than \$4 million was invested in local sporting clubs supporting 681 projects. The Program aims to increase regular and on-going participation opportunities in sport and active recreation, addressing barriers to participation in sport or structured physical activity and assisting sport clubs provide quality service to their members.

Table 1: Local Sport Grant Program

Project	No of Projects	Grant Amount \$'000s
Community sport event	46	156.3
Facility – capital equipment	269	2,814.9
Sport access	241	853.6
Sport club development	125	199.1
Total	681	4,023

Sport Development Grant Program

In 2015-16 the Office of Sport invested \$1.65 million in the Sport Development Grant Program. This program is available to State Sporting Organisations to support projects that increase sport participation (with a particular focus on people with disability), assist athlete achievement and coach development, improve sport governance, support national and international sporting events held in NSW and support research initiatives including those into sport safety issues and facility needs.

The Program seeks to increase regular and on-going participation in sport, improve opportunities for athlete, coach and official development, improve sport governance, attract international and national sporting events to NSW and to improve understanding on issues that impact sport in NSW.

Table 2: Sport Development Grant Program

Outcome	No of Applications Funded	Grant Amount \$ 000's
Increase regular and ongoing participation in sport	34	677.6
Improve pathways for athlete, coach and official development	21	391.3
International and national sporting events projects	13	258.9
Improve sport governance	13	277.2
Research initiatives	1	10
Total	82	1.615

Strategic partnerships

NSW Health

The Office contributes to a number of actions in the *NSW Healthy Eating and Active Living Strategy: Preventing Overweight and Obesity in NSW 2013-2018* including increasing the use of community facilities and strengthening participation in sport and active recreation to encourage moderate to vigorous physical activity in metropolitan, regional and rural areas.

The Office of Sport 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 – and by promoting the *Healthy Kids* website www.healthykids.nsw.gov.au. During the year, the website was visited by 615,685 users with more than 760,436 sessions where 2,293,328 pages were viewed. This was an increase of 12.76% in the number of website users from the prior year.

Western Sydney Diabetes Prevention Alliance Steering Committee

The Office of Sport is represented on the Western Sydney Diabetes Prevention Alliance Steering Committee and the Physical Activity and Urban Planning and Transport Working Groups. The Committee is sponsored by the Parliamentary Secretary for Western Sydney and its membership comprises representatives of NSW Government agencies, local government and non-government organisations. The Office provided a presentation to the Western Sydney Diabetes Strategy Workshop in April 2016 outlining how the sport and recreation sector can influence the reduction in diabetes.

The Office contributed to the development of a strategy during the year, which is due to be launched later in 2016.

NSW Advocate for Children and Young People

In 2015-16 The Office of Sport partnered with the NSW Advocate for Children and Young People to enhance the sport sector's capability to engage with youth in the development of programs and delivery of services. Under the *NSW Youth Sport Program* State sporting organisations were provided training and support to develop youth sport programs, produce multi-media movies for use in the classroom to share successful youth sport engagement strategies, and develop case studies showcasing successful practices in youth engagement and sport programs.

Sydney University Partnership

The Office negotiated a strategic partnership with the University of Sydney's Charles Perkins Centre (CPC) to establish a robust evidence base to inform the NSW Government's sport and active recreation priorities. The CPC is uniquely placed to provide this service and is a leading multidisciplinary academic research facility in the fields of preventative health, obesity, diabetes, cardiovascular disease and related conditions. It brings together research on health, environment, exercise, economics, culture, food and technology to look at these issues in an innovative, holistic way. The project commences in the 2016-17 financial year and runs for three years.

SportNSW

The Office provided increased funding support of \$250,000 per annum over the next four years to Sport NSW and further developed close working relationships relating to support for the sector. This increased funding will support Sport NSW in undertaking a range of activities in the areas of advocacy and government relations, recognition and networking, knowledge sharing and collaboration and governance and business development.

Information and Insights

Sport Talk forums for State Sporting Organisation staff were provided for professional development purposes and facilitation of information sharing on key industry and participation issues.

In 2015-16, the following forums were held:

Concussion in Children and Young People

The Office of Sport with Brain Injury Australia and Sports Medicine Australia presented this practical workshop featuring expert presenters and including case studies of sporting groups implementing concussion awareness, assessment and management protocols.

It was attended by 123 industry representatives.

Governance in Sport

Attended by 89 industry representatives, the forum provided a platform for information sharing on the Governance Reform Discussion paper developed by the Australian Sports Commission.

Engaging with Screenagers

In a decade, youth will make up more than 30% of the workforce. Sport can play a significant role in shaping the values of our future leaders. This forum provided the opportunity for 87 industry representatives to learn from experts in the field and examine sport case studies on how to connect and collaborate with 'screenagers' to future proof sport.

Helping local communities to move more

Facilitated in partnership with the Premier's Council on Active Living, this forum shared strategies to help local communities move more by featuring a presentation delivered by Shellie Pfohl – Executive Director President's (Obama) Council on Fitness, Sports and Nutrition. Ms Pfohl's presentation 'Supporting local communities to move more – strategies to reduce childhood obesity' featured the US Let's Move Program and how this initiative has facilitated local actions to make communities healthier and active.

Coaching and officiating

Coaches and officials are the frontline volunteers and professionals in sport. In their unique role they have a major influence on player's experience and enjoyment of the game, and are vital in the delivery of this experience. Industry training was provided on topics including mentoring, presenting, assessing and coaching to 75 participants during 2015/16.

Regulatory framework for sporting organisations

To further improve safety and strengthen the integrity in professional and amateur combat sports, Government introduced a new regulatory regime that came into effect in December 2014. Since then more than 3,450 participants and officials have registered, and over 200 permits for events have been issued.

In the 2015-16 year, we saw an increase in compliance with unregistered trainers working the corners. The Combat Sports Authority will continue to educate and work with the industry in this regard.

The *Combat Sports Act 2013* commenced on 15 December 2014. Since the commencement of the Act and until 30 June 2016:

- Registered combatants included 2,245 amateur combatants and 395 professional combatants

- There were 810 Industry Participants and Promoters registered
- A total of 208 Permits for combat sport contests have been issued - 124 were amateur only contests, 59 were pro-am contests and 25 were professional only contests.

In 2015-16 under the *Motor Vehicle Sports (Public Safety) Act 1985*, 219 track licences were issued and under the *Mount Panorama Motor Racing Act 1989* permitted events were held on the full Mt Panorama racing circuit.

Sport Integrity

Safe, fair and inclusive environments

Play by the Rules <http://www.playbytherules.net.au/> is a unique collaboration between the Australian Sports Commission, Australian Human Rights Commission, all state and territory departments of sport and recreation, all state and territory anti-discrimination and human rights agencies, the Office of the Children's Guardian, the Australian New Zealand Sports Law Association (ANZSLA) and the Anti-Discrimination Board of NSW.

The Office of Sport promotes *Play by the Rules* through our networks, along with their own child safety, anti-discrimination and inclusion programs. It provides information, resources, tools and free online training to increase the capacity and capability of administrators, coaches, officials, players and spectators to assist them in preventing and dealing with discrimination, harassment, child safety and integrity issues in sport.

The NSW sport sector engages well with Play by the Rules with 30% of all website visits are from NSW and 30% of the online course completions are from NSW.

Think.Act.Play Program

This program is a joint initiative of Water Polo Australia and the Office of Sport, *Think.Act.Play* involves a suite of initiatives to promote positive behaviour by players, coaches, officials and spectators to uphold the values, reputation and spirit of the game.

The program was trialled at the 2015 U/16 boys and girls National Championships in Hobart and Perth with over 26 teams participating in each event. The pilot involved coach and athlete workshops, a role model campaign, positive messaging, post-game handshakes and good sport awards. Post-evaluation surveys indicated enormous support for this program from the water polo community and recommendations were provided for future development.

1.4 Participation

Our goal: more people in NSW participating in sport and active recreation

Our focus: improving participation in sport and active recreation in NSW

To improve participation in sport and active recreation, the Office

- Facilitates sport and active recreation provision in close collaboration with sector partners
- Works with sector partners to address barriers to participation in organised sport and active recreation
- Directly provides participation programs, information resources and access to venues

The Office also promotes participation in sport and active recreation activities through grant funding support (see 1.3 Sector Performance for details of grant funding for participation), and collaborates with other agencies to achieve Government priorities through increased participation.

Sport and Recreation Centre Programs

The Office of Sport manages 11 Sport and Recreation Centres across NSW. All Centres encourage and support equitable access to participation in programs for all members of the community. They also run specialised programs for disadvantaged and under-represented groups. There are a number of diverse programs for schools, children, families, corporate groups and community organisations. The Centres offer accommodation, recreation facilities and catering, with qualified staff to develop and run tailored education and recreation programs.

In 2015-16 participation increased by 2.6% from the previous year, with almost 206,000 children and adults attending school and school holiday camps, community camps and activities, family weekends and other activities. This increase was largely due to growth in both the Outdoor Education (8%) and School Holiday Camp (3%) programs. The participation growth in these programs came from improvements in the online booking process, increased marketing activity and an increase in the number of school holiday camps.

The number of Participant Days at 11 Sport and Recreation Centres increased in 2015-16 by 3% from the previous year to 730,470.

Figure 1: Participant Days** by program at NSW Sport and Recreation Centres

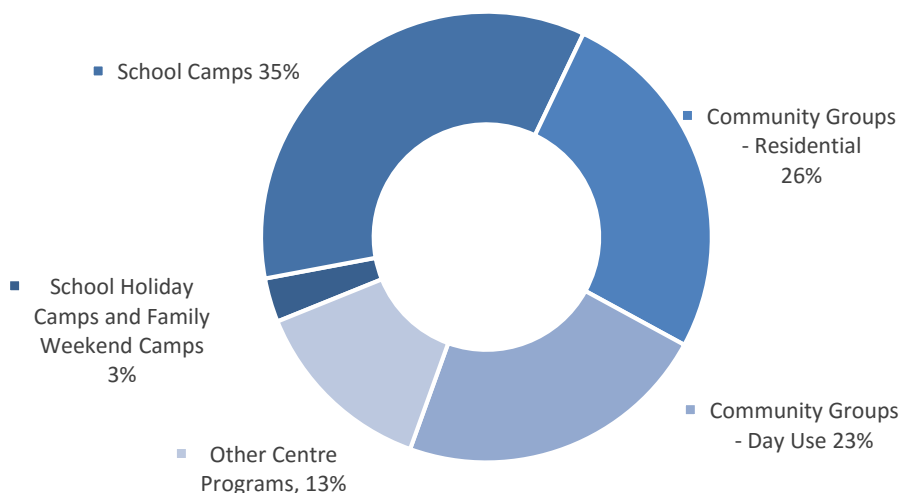


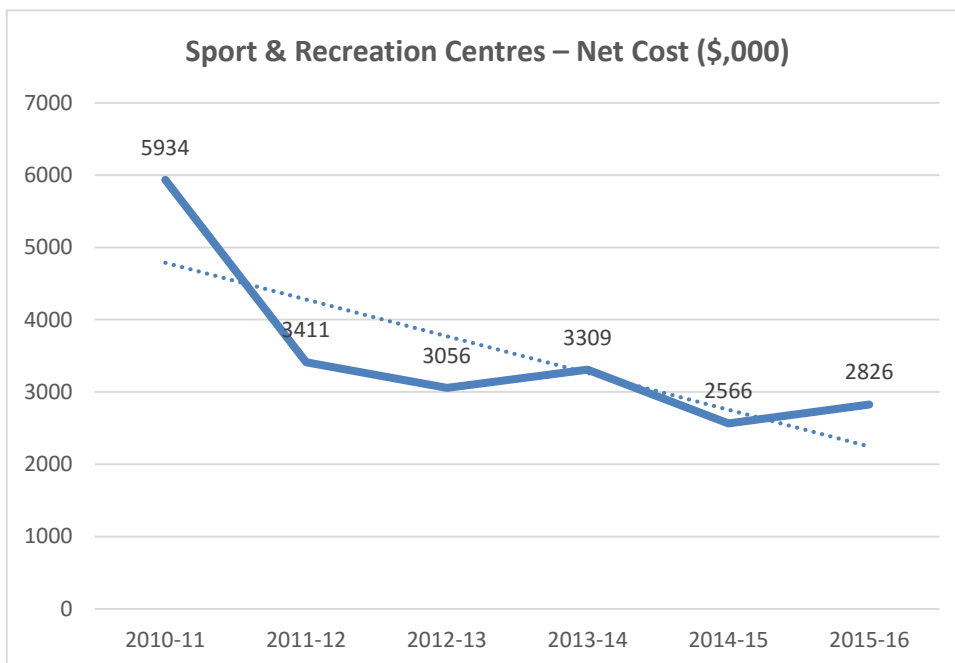
Table 3: Participant Days and Participation at Sport and Recreation Centres**

Sport and Recreation Centres	2014-2015	2015-16	
Participant Days	707,660	730,470	↑ 3.0%
Participation	200,592	205,747	↑ 2.6%

*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.

Customer satisfaction was high with 84% of participants satisfied or very satisfied with program value for money and 96% indicating they would recommend the services to others. The average customer retention rate for Outdoor Education programs is 71%. The high satisfaction levels can be attributed to improved online booking processes, capital improvements to facilities and equipment and an increased focus on food quality.



The 2015/16 Net Cost of Service of \$2.8m is \$260k higher than 2014/15 mainly due to an increase in maintenance costs partly offset by improved revenue and operating expenses within Sport and Recreation centres.

Participation at Olympic Venues

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

Both Participation and Participant Days have increased compared to the previous year. Participation* increased by 12% from the previous year to 176,985 people attending events and competitions. The number of Participant Days has increased in 2015-16 by 3% from the previous year to 416,070.

Table 4: Participant Days and Participation at Olympic Venues

Olympic Venues	2014-2015	2015-16	
Participant Days	380,716	416,070	↑ 9.3%
Participation	158,019	176,985	↑ 12%

Sydney International Equestrian Centre (SIEC)

Affiliated organisations of the National Sporting Organisation, Equestrian Australia, contributed to 67% of the equestrian events with individual horse societies comprising the rest. The SIEC had 204 bookings including six international, eleven national, and seventeen State accredited equestrian events. Major equestrian events held at the venue included Equestrian Australian National Interschool Championships, NSW Pony Club Camp, National Dressage Championships and Sydney International Horse Trials. The SIEC also hosted a clinic for the Australian based team members of the Australian Eventing team prior to the Olympics in Rio at which the Australian team achieved a bronze medal. Other varied activities included community and educational activities with multiple school State and Regional athletic cross country carnivals, charity cycle ride, dog agility shows, "KOI" fish show, towing education courses for owners of caravans and horse floats, a RM Williams film shoot and a Farm Equipment Machinery day.

Sydney International Shooting Centre (SISC)

The SISC is an important venue supporting shooting both from a participation and high performance pathway perspective, with 2,150 bookings in the year. The SISC hosted major events including the IPC World Cup, Oceania Championships, Pistol Grand Prix, International Grand Prix, the NSW Small-bore Enduro, the Australian Air Force Cadets Nationals, the NSW Small-bore and Air Rifle State Championships, the NSW Amateur Pistol Association State Championships, the Shooting Australia Junior Nationals and the Australia Cup 1, 2, 3 Rifle & 4 Pistol. The SISC also hosted a monthly Mature Age competition and ran the SISC Challenge and SISC Medal competitions. Participation increased by 5.58% in 2015-16 through the "learn to shoot" program, Try Shooting. Two new resident clubs joined the SISC in the year, with 19 Shooting Clubs now utilising the venue.

Sydney International Regatta Centre (SIRC)

There has been a significant increase in all types of events held at the venue. A total of 471 events were held at the SIRC in 2015-16. This included 44 regattas, 30 cycling events and 26 triathlons. Usage also included 1,441 training bookings for such activities as rowing, paddling, swimming and dragon boating. Key rowing events included the Sydney International Rowing Regatta, NSW State and Masters Championships, National and Olympic Team Selection Trials, Trans-Tasman Regatta, AAGPS and Boys and Girls. Other special events included the SIRC hosting the Ironman 70.3 Western Sydney, Oceanic and Para-triathlon, Dragon Boat State Championships, Defqon.1 (dance music festival), Australia Day at the Lakes, Cyclocross Race Series, Sydney Road Championships and Sydney Junior 2-day Tour (cycling), assorted car shows, Running Scared, Sanitarium Little Big Dash, Network 7's Cannonball, Miss Muddy, NSW Open Water Swimming Championships and the Western Sydney Marathon. Regular programs and licensed activities include: parkrun, Jetpack, fishing, model cars/boats/planes, fitness classes, Sailability, Muru Mittaggar markets, school sport, assorted driving and education courses.

Participation in Duke of Edinburgh International Award

The Duke of Edinburgh's International Award is available to all 14–25 year olds. The Award is comprised of three levels each progressively more challenging: 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: Service, Skill, Physical Recreation and Adventurous Journey. Gold level participants also complete a Residential Project.

The Office of Sport provides training and support to 900 registered NSW volunteers who administer the award in 425 schools and community organisations.

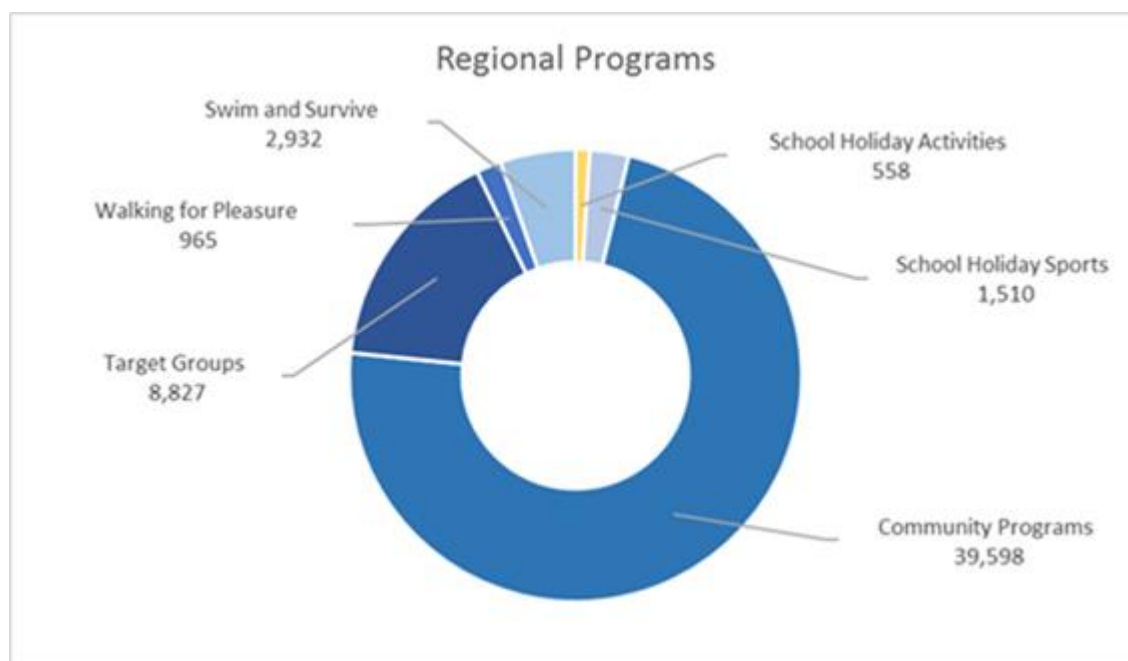
In 2015–2016:

- There were 12,020 new NSW participants who registered for either the Bronze, Silver or Gold Duke of Edinburgh, which was 53% of the national total.
- Five Gold Award ceremonies were hosted by the NSW Governor, with a total of 474 participants recognised for their achievements.

Participation in Regions

Community and sport development programs

Across regional NSW the Office delivers a range of services and initiatives that support and build capacity of sporting clubs and associations to make regular physical activity accessible to all. We work in partnership with other State agencies and local government to strengthen community ties by delivering sports education seminars for coaches, training in Traditional Indigenous Games and programs in sport safety and inclusive practices to improve access for people of all abilities and backgrounds. The Office also offers a range of programs across NSW including *Learn to Swim*, *Walking for Pleasure* and a range of community programs to drive participation in sport and active recreation. Community programs include *Aqua fitness*, *Sport a Month* and *Get Active* programs.



*Participation refers to participation numbers obtained from bookings.

In 2015-16, 51,458 people participated in regional programs.

Promoting the involvement of Indigenous Australians

Boosting Indigenous participation remained a focus in 2015-16 with a range of programs offered, including:

- An *Indigenous Water Safety Program* held in partnership with the Commonwealth Department of Prime Minister and Cabinet to improve safety, awareness or boost employment in water-based activities. As part of the program, 15 *Swim and Survive* lessons were delivered to 35 communities across NSW involving 541 young participants.
- The extremely popular *River Safety Awareness Training* workshops for the Indigenous community were held at eight schools in four Western NSW towns and attended by 974 participants.
- More than 700 Indigenous netballers from Lismore, Wagga Wagga, the Macleay Valley and Tamworth played in the annual Koori Netball Tournament in October 2015. This program was hosted by the Office of Sport in partnership with Charlestown Netball Association.

In partnership with the Commonwealth Government, the Office of Sport provided funds to State sporting organisations that identified Aboriginal outcomes in their national participation plans. In the 2015-16 year, funding totalling \$156,500 was allocated to eight sports - AFL, Cricket, Football, Netball, Rugby League, Rugby Union, Swimming and Surfing.

Growing women and girl's participation

To further improve women's participation in organised sport and active recreation, the Office of Sport provided nearly \$500,000 under the Sport Development Grant Program and Local Sport Grant Program. This included program funding for girls Rugby 7s, training of female football referees and women's bowls umpires, participation pathways for women's cricket, and governance education for netball.

Building inclusivity in sport clubs

Western Region's *Act Belong Commit* program aims to improve community mental and physical wellbeing by encouraging increased sport club participation and volunteering. The program is in its third year and fosters safe, supportive and inclusive sport clubs. As a result of the program there are 690 registered players and of these 151 Aboriginal females are playing regular competition sport for the first time. The alignment of male and female sport events has also significantly increased the number of spectators and volunteers supporting club events. In addition, 81 Aboriginal people accepted positions on club boards and committees and the number of Aboriginal sport coaches is growing steadily.

Teaching the importance of child-safe environments

Northern Region partnered with the Office of Children's Guardian to stage five *Child-Safe Sports* information sessions. The sessions provided clubs with an opportunity to discuss how to create a safe, effective and child-friendly environment. In all, 122 sporting organisation representatives attended the five information sessions.

Connecting with the homeless

The *Hunter Homeless Connect Day* is delivered by a community coalition of government and non-government service providers and volunteers. The Office of Sport is a member of the working party and coordinates the Sports Hub, using sport as a vehicle to engage with homeless people, linking them to appropriate services and targeted assistance. The event was attended by 1,500 people and 100 people participated in Sports Hub activities.

Encouraging multicultural groups to get involved in sport

The Central Region developed a community sport resource titled *Want to Join a Sporting Club?* Translated into three languages, the resource highlights a broad range of sport participation opportunities and offers guidance on what to consider when thinking about joining a sporting club.

Supporting local sport

Central Region, in partnership with Hills Shire Council, established *Kick Start Sports Training* workshops in order to build the capacity of local sporting clubs. There were 10 workshops, attended by 191 participants across 14 sports. Workshop topics included team and volunteer management and member behaviour and welfare.

Teaching the power of positivity

Western Region coordinated a week-long *Shoosh for Kids* campaign to ensure local sport is a positive experience. The campaign reminded spectators that there is no place for negative comments at community club level sport.

1.5 High Performance Sport

Our goal: more NSW sporting success and NSW being a valued partner in Australia's international sporting success

Our focus: improving the NSW high performance system

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

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

The NSW Institute of Sport (NSWIS) is a core component of the national high performance system and provides coaching, high performance services and training programs in partnership with State and national sporting organisations. The outcomes achieved by NSWIS are reported separately in the NSWIS Annual Report 2015- 2016.

In addition to the high performance services provided by NSWIS, the Office also provides funding for high performance programs and facilities and leads high performance strategy development and implementation. Section 1.3 Sector Performance contains details of funding provided to sporting organisations for high performance programs and facilities.

High performance system effectiveness

There are a number of organisations involved in delivery of high performance outcomes in NSW, including state sporting organisations, NSWIS, regional academies of sport, state sports high schools. As well the NSW system interfaces with the national high performance system.

During the year the Office initiated preliminary work on a system effectiveness review which amongst other things will explore opportunities to improve pathway connectivity and the enhance the delivery capacity of organisations involved in high performance program delivery. This work involves close collaboration with other State and Territory sports agencies and the Australian Sports Commission.

NSW Institute of Sport funding

During the 2015-16 reporting period the Office provided \$11.2 million in recurrent funding to the NSW Institute of Sport. This funding was utilised to improve Olympic, Paralympic and World Championship podium results through prioritised athlete preparation, supporting Australian athletes to become world's best. Outcomes were measured against nationally aligned performance measures established by Australia's Winning Edge including the performance progression of identified Australian athletes and the success of Australian athletes at benchmark senior elite international events. For further information, visit www.nswis.com.au

Regional Academies of Sport

There are 11 regional academies of sport across NSW. All are operated as independent incorporated associations governed by volunteer boards of directors.

Academies are an important part of the sport pathway providing quality coaching and other support to athlete's education and opportunities to local coaches and officials. They leverage community support for sport in regional areas.

These academies collaborate with state sporting organisations, the NSW Institute of Sport, professional sporting clubs and local sporting associations to ensure programs provide an integrated step in the pathway for talented athlete development. The academies' holistic programs provide not only on field development opportunities, they also focus on educational and personal development of the athlete 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.

In 2015-16 the Office of Sport invested \$1.65 million in regional academies. The Office also maintained a close working relationship with each academy to assist with governance, broader performance issues and program planning.

As a part of future funding considerations, the Office requested Academies to develop a business case for the next four-year cycle during the year.

NSW Sporting High Schools

NSW State Sports High Schools are an important partner in the delivery of high performance programs in NSW.

The NSW Sport High Schools Association (SHSA) was established in 2015. The SHSA consists of the seven Sports High Schools in NSW. These are Westfield, The Hills, Endeavour, Matraville, Narrabeen, Hunter and Illawarra Sports High Schools. The Association's Constitution has been approved by the Department of Education.

The SHSA mission is: "To enable Sports High Schools to become sport industry aligned, Centres of Excellence, that provide their students with a balanced academic and sporting education that helps them reach their personal best". Founded in NSW public education, the Sports High School model combines high quality education and coaching in a nurturing and supportive environment.

During the year, the Chief Executive of the Office of Sport became a member of the NSW Sports High Schools Advisory Group which was established in 2014. It includes senior executives and experts from the Department of Education and the sport industry. This linkage has enabled discussions to commence on how better alignment can be effected with other organisations in the high performance delivery pathway.

1.6 Our Capability

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

Our focus: ensuring the Office has the capability to deliver its agenda

To build its capability to deliver the new strategic direction, the Office 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.

New Strategic Direction

The Office of Sport developed and commenced its new Strategic Direction and Reform Program to address sector performance and sustainability, increase the impact of Government investment in sport and active recreation, and address Government priorities such as reducing childhood obesity.

The new Strategic Direction was captured in a Statement of Strategic Intent for the Office of Sport and outlined five priorities towards 2020:

- Provision of high quality venues and facilities (Places and Spaces)
- Enhance sector capacity and cohesion (Sector Performance)
- Increased participation in sport and active recreational activities (Participation)
- High performance sporting success and well-developed pathways (High Performance)
- Building our Capability (Our Capability)

The Reform Program was established to realise this new direction through changes to its delivery model, seeing it move from a predominant focus of direct service delivery to a greater focus on strategy and influence through a portfolio of transformation programs and projects.

Restructuring the Office of Sport

The Office of Sport designed a new senior executive structure to achieve the objectives in its new strategic direction. This restructuring also allowed timely consideration of the requirements of the *Government Sector Employment Act 2013 (GSEA)*.

The restructuring included the creation of two new business units, the Sports Infrastructure Group and the Sector Development Group reflecting the strategic importance and Government focus on sports infrastructure and sector strategy.

Approval of the new senior executive structure was obtained from the Public Service Commission on 28 April 2016.

Business Transformation Program

The Office of Sport commenced work towards its new strategic direction by committing to a multi-year portfolio of business transformation (reform) programs and projects.

Office of Sport Reform

To build a unifying and coherent Office of Sport culture and capacity to deliver on the new strategy the following projects were initiated during the year:

- GSEA Executive Reform
- Office of Sport Capability Realignment
- Office of Sport Operating Model
- Shared Services Strategy
- Office of Sport Strategic Plan

In addition, the Office initiated exploration of the following reforms to the current business models in Sport and Recreation Services:

- Future State Sporting Organisation Grant Funding Options
- New High Performance Sport and Recreation Centres
- Future Sport and Recreation Centres Delivery Model
- Regional Office Reforms

With this significant portfolio of transformation programs and projects, the Office established governing arrangements to ensure appropriate leadership and oversight of the reform agenda, and built frameworks for greater collaboration and cohesion across traditional organisational boundaries. A committee of senior executives from the Office of Sport and from other major government organisations meet periodically to account for whole-of-government issues associated with the program and to identify stakeholder intersections and opportunities.

A Transformation Program Management Office was also established to provide day to day oversight of management and delivery of the Reform Program. The Transformation Office coordinated, monitored and reported on program, risk and change activities. It worked in partnership with project teams in developing and implementing all transformational initiatives, ensuring projects align with business strategy, achieve the required benefits and are delivered in a consistent and structured manner and in alignment with industry best practices.

Enhancing Business Capability

Several whole-of-office initiatives were launched to enhance the capability of the organisation to fulfil on its new strategic agenda and achieve enhanced cohesion and collaboration across the Office.

Change Leadership. A change leadership program was launched to enhance the capacity of senior leaders to build sustainable organisational change capability and to lead strategic change with visibility and impact. This initiative was the first leadership development program to engage all executives and senior leaders across the Office. The program offered a platform for developing a new and shared understanding of how all entities can work together to provide greater value to the sector. The Program also provided a platform for initial conversations around an inaugural Office of Sport Strategic Plan.

Integrating Project and Change Management. Effective project management was identified as a key enabler to the successful execution of the Office of Sport transformation portfolio. An end-to-end project management framework was developed to build capability, enhance transformation project visibility and control, and manage project delivery risk. The delivery framework has also been designed to enable the integration of change management frameworks in order to enhance downstream adoption of changes and maximise benefits realisation. The framework was developed in 2015/16 with a full rollout planned in 2016/17.

Corporate Governance

Effective corporate governance is essential to the performance, integrity and transparency of the Office of Sport and the management of risk is a key component that creates and protects value. Risk management has been further established through increased integration with systems, processes, activities and decision-making at all levels. Risk management capability has been increased through the development and use of risk management tools, enhanced reporting and the running of numerous workshops to assess risks and develop action plans to treat risks.

All entities within the Office effectively met Government conformance requirements with any financial management non-conformances being minor or non-material. As part of overall compliance management, continuous monitoring is undertaken to ensure key applicable compliance obligations are identified. These obligations are assessed for compliance levels or improvement opportunities and assigned to specific responsible officers. Any actions identified to improve compliance levels are assessed and monitored by management and the Audit and Risk Committee.

Information Technology

Services and solutions were rebuilt during the year to support operating divisions and provide the platform to enable strategic direction activities. Improvements have included solutions that provide staff with the flexibility and mobility required to engage more effectively with sector participants, communication system and security upgrades, commencement of service and support consolidation and rationalisation works and the enhancement of facilities available to and used by clients at Centres and Regional Offices.

2. Financial Report

Financial Overview

This summary represents the consolidated financial performance for the year ending 30 June 2016

Where does the money come from?

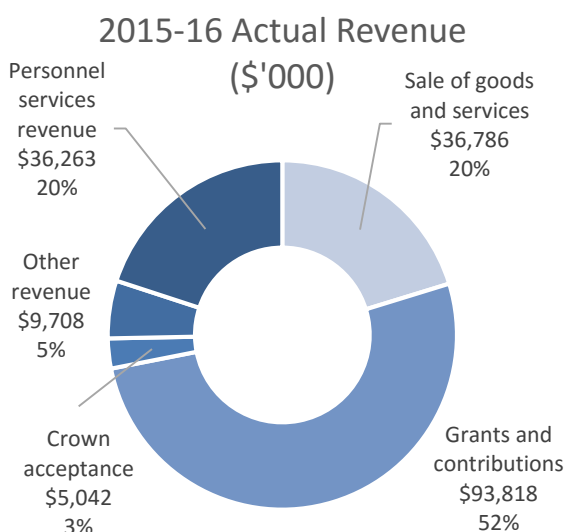
The main sources of revenue for the Office of Sport were grants from the Department of Premier and Cabinet. Revenue is also raised from sales of goods and services by providing recreational activities and educational programs. Personnel services are also provided to Sydney Olympic Park Authority and the NSW Institute of Sport.

The Office's operating revenue for 2015-16 was significantly better than budget and 2014-15 actuals.

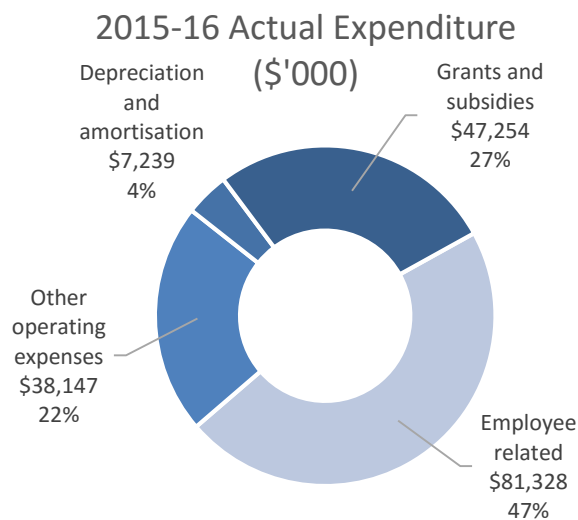
Where is the money spent?

Expenditure from the Office of Sport is primarily spent 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 Centre's and depreciation. The Office's operating expenditure were managed within the overall approved budget for 2015-16.

Total Revenue - \$182m



Total Expenditure - \$174m



Financial Statements

For the year ended 30 June 2016

Statement by Chief Executive and Director Finance
for the year ended 30 June 2016

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 2016 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 2016 and financial performance for the year then ended.
- (iii) there are no circumstances which would render any particulars in the financial statements to be misleading or inaccurate.



Matt Miller
Chief Executive

Date: 5 September 2016



Sajeev George
A/Director Finance

Date: 15 September 2016

Statement by Independent Auditor
for the year ended 30 June 2016



INDEPENDENT AUDITOR'S REPORT

Office of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Office of Sport (the Office), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity, statement of cash flows and service group statements for the year then 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 2016, 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.

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further 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 auditor independence requirements of:

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

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further 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, but precluding the provision of non-audit services.

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

Statement by Independent Auditor
for the year ended 30 June 2016

Chief Executive's Responsibility for the Financial Statements

The Chief Executive is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Chief Executive determines is necessary to enable the preparation of financial statements that give a true and fair view and 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 unless the Office will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must include, disclosing, as applicable, matters related to going concern and 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 further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. 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.



Caroline Karakatsanis
Director, Financial Audit Services

19 September 2016
SYDNEY

Statement of financial position
as at 30 June 2016

		Actual	Budget	Actual
		2016	2016	2015
	Notes	\$'000	\$'000	\$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	81,328	73,152	70,645
Other operating expenses	2(b)	38,147	34,679	34,202
Depreciation and amortisation	2(c)	7,239	6,606	7,233
Grants and subsidies	2(d)	47,254	60,759	29,642
Total Expenses excluding losses		173,968	175,196	141,722
Revenue				
Sale of goods and services	3(a)	36,786	35,802	34,238
Investment revenue	3(b)	5	-	1,200
Grants and contributions	3(c)	93,818	100,192	67,028
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	5,042	3,080	3,674
Other revenue	3(e)	9,703	7,304	8,440
Personnel services revenue	3(f)	36,263	30,617	28,551
Total Revenue		181,617	176,995	143,131
Gain / (loss) on disposal	4	(195)	-	(426)
Net result		7,454	1,799	983
Other comprehensive income				
Items that will not be reclassified to net result				
Net increase / (decrease) in property, plant and equipment revaluation surplus	8	6,289	-	20,429
Total other comprehensive income		6,289	-	20,429
TOTAL COMPREHENSIVE INCOME		13,743	1,799	21,412

The accompanying notes form part of these financial statements.

Statement of financial position
as at 30 June 2016

	Notes	Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6	20,676	9,607	22,650
Receivables	7	9,864	10,315	8,272
Total Current Assets		30,540	19,922	30,922
Non-Current Assets				
Receivables	7	1,718	737	541
Property, plant and equipment	8 & 10			
Land and buildings		156,496	168,407	150,837
Leasehold Improvements		1,083	-	1,284
Plant and equipment		13,939	13,142	13,859
Work in progress		867	-	1,010
Total property, plant and equipment		172,385	181,549	166,990
Intangible assets	9	473	569	757
Total Non-Current Assets		174,576	182,855	168,288
Total Assets		205,116	202,777	199,210
LIABILITIES				
Current Liabilities				
Payables	11	7,910	2,116	17,370
Provisions	12	9,113	7,424	7,933
Other	13	81	2,534	81
Total Current Liabilities		17,104	12,074	25,384
Non-Current Liabilities				
Provisions	12	2,410	888	1,886
Other	13	81	-	162
Total Non-Current Liabilities		2,491	888	2,048
Total Liabilities		19,595	12,962	27,432
Net assets		185,521	189,815	171,778
EQUITY				
Reserves		26,718	16,876	20,429
Accumulated funds		158,803	172,939	151,349
Total Equity		185,521	189,815	171,778

The accompanying notes form part of these financial statements.

Statement of changes in equity
for the year ended June 2016

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total Equity \$'000
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 / (decrease) 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
Balance at 1 July 2014		-	-	-
Net result for the year		983	-	983
Other comprehensive income				
Net increase / (decrease) in property, plant and equipment		-	20,429	20,429
Total other comprehensive income		-	20,429	20,429
Total comprehensive income for the year		983	20,429	21,412
Transactions with owners in their capacity as owners				
Increase / (decrease) in net assets from equity transfers	14	150,366	-	150,366
Balance at 30 June 2015		151,349	20,429	171,778

The accompanying notes form part of these financial statements.

Statement of cash flows
for the year 30 June 2016

	Notes	Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(41,158)	(71,649)	(38,227)
Grants and subsidies		(47,254)	(60,759)	(29,642)
Other		(54,995)	(43,970)	(27,205)
Total Payments		(143,407)	(176,378)	(95,074)
Receipts				
Sale of goods and services		37,204	65,865	34,659
Interest received		571	-	1,043
Grants and contributions		93,818	100,192	67,027
Other		15,750	16,499	14,694
Total Receipts		147,343	182,556	117,423
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	3,936	6,178	22,349
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant and equipment		66	-	60
Purchases of land and buildings plant and equipment		(5,976)	(5,943)	(6,363)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(5,910)	(5,943)	(6,303)
NET INCREASE / (DECREASE) IN CASH		(1,974)	235	16,046
Opening cash and cash equivalents		22,650	9,372	-
Cash transferred in as a result of administrative restructure	14	-	-	6,604
CLOSING CASH AND CASH EQUIVALENTS	6	20,676	9,607	22,650

The accompanying notes form part of these financial statements.

Supplementary Financial Statements

Service group statements

for the year ended June 2016

EXPENSES AND INCOME	Service Group 1*		Service Group 2*		Total	
	Sport and Recreation Services		Personnel Services			
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses						
Operating expenses						
Employee related	42,940	40,706	38,388	29,939	81,328	70,645
Other operating expenses	38,147	34,202	-	-	38,147	34,202
Depreciation and amortisation	7,239	7,233	-	-	7,239	7,233
Grants and subsidies	47,254	29,642	-	-	47,254	29,642
Total Expenses excluding losses	135,580	111,783	38,388	29,939	173,968	141,722
Revenue						
Sale of goods and services	36,786	34,238	-	-	36,786	34,238
Investment revenue	5	1,200	-	-	5	1,200
Grants and contributions	93,818	67,028	-	-	93,818	67,028
Acceptance by the Crown Entity of employee benefits and other liabilities	2,917	2,286	2,125	1,388	5,042	3,674
Other revenue	9,703	8,440	-	-	9,703	8,440
Personnel services revenue	-	-	36,263	28,551	36,263	28,551
Total Revenue	143,229	113,192	38,388	29,939	181,617	143,131
Gain / (loss) on disposal	(195)	(426)	-	-	(195)	(426)
Net result	7,454	983	-	-	7,454	983
Other comprehensive income						
Net increase / (decrease) in property, plant and equipment revaluation surplus	6,289	20,429	-	-	6,289	20,429
Total other comprehensive income	6,289	20,429	-	-	6,289	20,429
TOTAL COMPREHENSIVE INCOME	13,743	21,412	-	-	13,743	21,412

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

Supplementary Financial Statements

Service group statements

for the year ended June 2016

ASSETS AND LIABILITIES	Service Group 1*		Service Group 2*		Total	
	Sport and Recreation Services		Personnel Services		2016	2015
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS						
Current Assets						
Cash and cash equivalents	20,676	22,650	-	-	20,676	22,650
Receivables	4,653	4,061	5,211	4,211	9,864	8,272
Total Current Assets	25,329	26,711	5,211	4,211	30,540	30,922
Non-Current Assets						
Receivables	408	448	1,310	93	1,718	541
Property, plant and equipment						
Land and buildings	156,496	150,837	-	-	156,496	150,837
Leasehold improvements	1,083	1,284	-	-	1,083	1,284
Plant and equipment	13,939	13,859	-	-	13,939	13,859
Work in progress	867	1,010	-	-	867	1,010
Total property, plant and equipment	172,385	166,990	-	-	172,385	166,990
Intangibles	473	757	-	-	473	757
Total Non-Current Assets	173,266	168,195	1,310	93	174,576	168,288
Total Assets	198,595	194,906	6,521	4,304	205,116	199,210
LIABILITIES						
Current Liabilities						
Payables	6,983	16,393	927	977	7,910	17,370
Provisions	4,829	4,699	4,284	3,234	9,113	7,933
Other	81	81	-	-	81	81
Total Current Liabilities	11,893	21,173	5,211	4,211	17,104	25,384
Non-Current Liabilities						
Provisions	1,100	1,793	1,310	93	2,410	1,886
Other	81	162	-	-	81	162
Total Non-Current Liabilities	1,181	1,955	1,310	93	2,491	2,048
Total Liabilities	13,074	23,128	6,521	4,304	19,595	27,432
Net Assets	185,521	171,778	-	-	185,521	171,778

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

Supplementary Financial Statements

Service group statements

for the year ended June 2016

ADMINISTERED EXPENSES AND INCOME	Service Group 1*		Service Group 2*		Total	
	Sport and Recreation Services		Personnel Services			
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Expenses	-	-	-	-	-	-
Administered Income						
Consolidated Fund						
- Taxes, fees and fines	28	30	-	-	28	30
Total Administered Income	28	30	-	-	28	30
Administered Income less Expenses	28	30	-	-	28	30

ADMINISTERED LIABILITIES	Service Group 1*		Service Group 2*		Total	
	Sport and Recreation Services		Personnel Services			
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Liabilities						
Current Liabilities						
Payables	3	2	-	-	3	2
Total Administered Liabilities	3	2	-	-	3	2
Administered Liabilities	3	2	-	-	3	2

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

Notes to the financial statements
for the year ended June 2016

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
- Strategic and Business Services
- Chief Executive's division

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 2016 have been authorised for issue by the Chief Executive on 15 September 2016.

(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'.

Notes to the financial statements
for the year ended June 2016

1. Summary of significant accounting policies (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 and services

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).

(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.

Notes to the financial statements for the year ended June 2016

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

(i) Assets

(i) Acquisition of assets

Assets acquired are initially recognised at cost. 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.

Assets 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 an asset 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 costing \$10,000 and above individually (or forming part of a network costing more than \$10,000) 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 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 were required to provide desktop valuation of land and buildings as at 29 February 2016. Management will assess whether comprehensive revaluations are required more frequently if the interim desktop valuations indicate material movements in carrying value.

Notes to the financial statements
for the year ended June 2016

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

(i) Assets (cont'd)

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

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

Revaluation increments are credited directly to 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 revenue in the net result.

Revaluation decrements are recognised immediately as expenses 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 non-current assets, but not otherwise.

Where an asset 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.

(v) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Office. All material identifiable components of assets are depreciated separately over their useful lives. Land is not a depreciable asset.

The following useful life ranges have been determined for each class of assets. The useful lives remain unchanged from the previous year.

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

Notes to the financial statements for the year ended June 2016

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

(i) Assets (cont'd)

(vi) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(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.

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.

Notes to the financial statements for the year ended June 2016

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

(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. 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 NSWTC 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.

Notes to the financial statements for the year ended June 2016

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

(j) Liabilities (cont'd)

(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 1.55%, which is the Australian Government 3 year bond rate on 30 June 2016 that reflects the current market assessments of the time value of money and the risks specific to the liability.

(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:

- 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).

Notes to the financial statements for the year ended June 2016

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

(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.

Details of transfer of assets/liabilities from the Department of Education and Communities to the Office of Sport as at 1 July 2014 are provided in Note 14.

(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 17.

(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.

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

(i) Effective for the first time in 2015-16

The accounting policies applied in 2015-16 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standard that has been applied for the first time in 2015-16.

AASB 1055 *Budgetary Reporting* has been applied for the first time in 2015-16. The objective of this Standard is to specify budgetary disclosure requirements for the General Government Sector entities. Disclosures made in accordance with this Standard provide users with information relevant to assessing performance of the Office, including accountability for resources entrusted to it. The Office has reported the budgets as per the original budgeted financial statements presented to Parliament and explained major variances between the budgets and the actual amounts in Note 17.

The following new or revised Australian Accounting Standard has been assessed by the Office and the impact is provided below.

The Office has assessed that under the Standard AASB 10 *Consolidated Financial Statements*, the Office does not control any entity and there is no requirement to prepare consolidated financial statements.

Notes to the financial statements
for the year ended June 2016

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

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

(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 124, *Related Party Disclosures* will be effective for reporting periods beginning 1 July 2016. The objective of this Standard is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and surplus or deficit may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties. The Office will prepare for the implementation of this Standard by following procedures and issuing questionnaires to key management personnel and other employees.

AASB 16, *Leases* will be effective for annual reporting periods beginning on or after 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 liabilities created by leases. The Office believes that the application of this Standard is likely to have a transitional impact as a result of all the leases, except short term (<12 months) and low value leases, brought to balance sheet. The Office is unable to assess the impact of this Standard at this stage, but an assessment will be completed closer to the reporting period 2019-20.

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

- AASB 9 *Financial Instruments* (effective 1 July 2017)
- AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) (effective 1 January 2018)
- AASB 15 Revenue from Contracts with Customers (effective 1 January 2018)
- AASB 1057 *Application of Australian Accounting Standards* (effective from annual periods beginning on or after 1 January 2016)
- AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15 (effective 1 January 2017)
- AASB 2014-4 Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation (effective from annual periods beginning on or after 1 January 2016)
- AASB 2015-1 Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle (effective from annual periods beginning on or after 1 January 2016)
- AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 (effective from annual periods beginning on or after 1 January 2016)
- AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities (effective 1 July 2016)
- AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities (effective 1 July 2016)
- AASB 2015-8 Amendments to Australian Accounting Standards arising from AASB 15 (effective 1 January 2017)
- AASB 2015-9 *Amendments to Australian Accounting Standards – Scope and Application Paragraphs* (effective from annual periods beginning on or after 1 January 2016)

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

Notes to the financial statements
for the year ended June 2016

2. Expenses excluding losses

(a) Employee related expenses

	2016	2015
	\$'000	\$'000
Salaries and wages (including annual leave)	65,076	57,683
Superannuation - defined benefit plans	746	747
Superannuation - defined contribution plans	5,464	4,676
Long service leave	5,105	3,243
Workers' compensation insurance	591	526
Payroll tax and fringe benefit tax	4,346	3,770
	81,328	70,645

(b) Other operating expenses include the following:

Auditor's remuneration - audit of the financial statements	197	201
Operating lease rental expense - minimum lease payments	3,066	3,838
Maintenance*	6,678	4,348
Insurance	729	656
Food and catering - sport and recreation centre programs	3,473	3,358
Merchandise and souvenirs	570	517
State Sporting Venues Authority in-kind rental expenses**	7,166	6,983
Utilities	1,790	2,223
Cleaning	2,990	2,840
Consultants	886	274
Contract services	4,092	3,069
Motor vehicle expenses	391	377
Telephones and postage	387	531
Information technology related expenses	1,678	1,191
Program transport	800	747
Printing and stationery	212	252
Minor equipment	1,225	1,095
Training	180	118
Travel and accommodation	197	142
Security	476	335
Other	964	1,107
	38,147	34,202

Notes to the financial statements
for the year ended June 2016

2. Expenses excluding losses (cont'd)

	2016	2015
	\$'000	\$'000
* Reconciliation - Total maintenance		
Maintenance expense - contracted labour and other (non-employee related), as above	6,678	4,348
Employee related maintenance expense included in Note 2(a)	3,153	3,124
Total maintenance expenses included in Notes 2(a) and 2(b)	9,831	7,472

**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)).

(c) Depreciation and amortisation expense

Depreciation		
Buildings	5,207	5,390
Plant and equipment	1,758	1,574
	6,965	6,964
Amortisation		
Intangibles	274	269
	7,239	7,233

(d) Grants and subsidies

Government sector:		
Grants to agencies within Department of Premier and Cabinet cluster	22,471	13,952
Grants to other Agencies	25	93
Other:		
Grants to sporting organisations	17,708	10,788
Sport Facility capital grants program	7,050	4,809
	47,254	29,642

Notes to the financial statements
for the year ended June 2016

3. Revenue

(a) Sale of goods and services

	2016	2015
	\$'000	\$'000
Outdoor education program	16,822	15,330
Participation opportunity programs	8,750	8,346
Vacation programs	1,608	1,559
Transport revenue	960	973
Rental and hiring	3,177	2,645
Sale of merchandise, publications and souvenirs	1,841	1,743
Events	933	744
Contract services	1,000	907
Water safety programs	202	274
Sports development programs	259	474
Food sales and associated recoveries	533	538
Other services	701	705
	36,786	34,238

(b) Investment revenue

Interest revenue from financial assets not at fair value through profit and loss	5	1,200
	5	1,200

The reduced interest revenue in 2015-16 is due to the introduction of the Cash Management Reform by NSW Treasury. This reform resulted in the non-payment of interest on cash balances to the Office effective from 1 July 2015.

(c) Grants and contributions

Recurrent grants from Department of Premier and Cabinet	81,785	58,120
Capital grants from Department of Premier and Cabinet	5,843	5,593
Commonwealth and State grants	6,127	3,230
Other	63	85
	93,818	67,028

Notes to the financial statements
for the year ended June 2016

3. Revenue (cont'd)

	2016	2015
	\$'000	\$'000
(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	746	747
Long service leave	4,251	2,881
Payroll tax	45	46
	5,042	3,674
(e) Other revenue		
State Sporting Venues Authority in-kind services	7,166	6,983
Insurance recoveries	1,725	347
First time recognition of assets	347	316
Other	465	794
	9,703	8,440

(f) Personnel services revenue

The Office provides personnel services to the following statutory bodies:

- Sydney Olympic Park Authority
- Venues NSW
- NSW Institute of Sport
- Combat Sports Authority

Provision of personnel services to the NSW Institute of Sport commenced on 2 September 2015 as per the *Administrative Arrangements (Administrative Changes-Miscellaneous) Order 2015*. 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)	30,664	24,436
Superannuation - defined benefit plans	232	219
Superannuation - defined contribution plans	2,603	2,067
Long service leave	2,553	1,381
Workers' compensation insurance	284	213
Payroll tax and fringe benefit tax	2,052	1,623
	38,388	29,939

Notes to the financial statements
for the year ended June 2016

3. Revenue (cont'd)

	2016	2015
	\$'000	\$'000
Personnel services revenue recovered from the following agencies:		
Sydney Olympic Park Authority	25,611	24,544
Venues NSW	3,599	3,535
NSW Institute of Sport	6,479	-
Combat Sports Authority	574	472
	36,263	28,551

Acceptance by the Crown Entity of employee benefits and other liabilities

Superannuation - defined benefit	232	218
Long service leave	1,876	1,153
Payroll tax	17	17
	2,125	1,388

4. Gain / (loss) on disposal

Proceeds from disposal of plant and equipment	66	60
Written down value of assets disposed	(158)	(486)
Plant and equipment impairment	(103)	-
	(195)	(426)

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, Venues NSW and Combat Sports Authority. The provision of personnel services to the NSW Institute of Sport commenced on 2 September 2015.

Notes to the financial statements
for the year ended June 2016

6. Cash and cash equivalents

	2016	2015
	\$'000	\$'000
Cash at bank or on hand	20,676	22,650
	20,676	22,650

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)	20,676	22,650
Closing cash and cash equivalents (per statement of cash flows)	20,676	22,650

Refer Note 20 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	2,059	2,244
Interest receivable	-	567
Security Deposits	345	357
Loans receivable - Sporting Grounds Improvement Fund and Other	220	212
Less: Allowance for impairment	(128)	(118)
Personnel services receivable	5,211	4,211
Prepayments	903	559
GST receivable	797	212
Other accounts receivable	457	28
	9,864	8,272

Non-Current:

Loans receivable - Sporting Grounds Improvement Fund	1,229	1,452
Less: Allowance for impairment	(821)	(1,004)
Personnel services receivable	1,310	93
	1,718	541

Notes to the financial statements
for the year ended June 2016

7. Current / Non-Current Assets – Receivables (cont'd)

Movements in the allowance for impairment:

	2016	2015
	\$'000	\$'000
Balance at 1 July	(1,122)	-
Allowance transferred through administrative restructure	-	(1,159)
Amounts written off during the year	1	3
Amounts recovered during the year	-	(4)
Decrease/(increase) in allowance recognised in profit or loss	172	38
Balance at end of period	(949)	(1,122)

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

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

	Land and buildings	Leasehold improvements	Plant and equipment	Total
	\$'000	\$'000	\$'000	\$'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

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:

Notes to the financial statements
for the year ended June 2016

	Land and buildings	Leasehold improvements	Plant and equipment	Total
	\$'000	\$'000	\$'000	\$'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

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

	Land and buildings	Leasehold improvements	Plant and equipment	Total
	\$'000	\$'000	\$'000	\$'000
At 1 July 2014 - fair value				
Gross carrying amount	193,713	5,174	27,470	226,357
Accumulated depreciation and impairment	(63,226)	(3,749)	(14,114)	(81,089)
Net carrying amount	130,487	1,425	13,356	145,268
At 30 June 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

Notes to the financial statements
for the year ended June 2016

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 2015				
Net carrying amount at start of year	-	-	-	-
Acquisitions through administrative restructure	130,487	1,425	13,356	145,268
Additions	-	723	-	723
Disposals	-	(341)	(26)	(367)
Net revaluation increment	20,429	-	-	20,429
Assets acquired free of cost	304	-	12	316
Transfer from work in progress	4,175	309	1,849	6,333
Transfer from intangible assets	-	-	242	242
Depreciation expense	(4,558)	(832)	(1,574)	(6,964)
Net carrying amount at end of year	150,837	1,284	13,859	165,980

Work in Progress	Note	2016 \$'000	2015 \$'000
Net carrying amount at start of year		1,010	-
Acquisitions through administrative restructure	14	-	1,990
Additions		5,976	5,582
Write off		(5)	(119)
Transfer to property, plant and equipment		(6,114)	(6,333)
Transfer to intangible assets		-	(110)
Net carrying amount at end of year		867	1,010

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

Property, plant and equipment	171,518	165,980
Work in Progress	867	1,010
	172,385	166,990

Notes to the financial statements
for the year ended June 2016

9. Intangible Assets

**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

Year ended 30 June 2016

Net carrying amount at beginning of year	757
Additions	-
Disposals	(10)
Amortisation (recognised in 'depreciation and amortisation')	(274)
Net carrying amount at end of year	<u>473</u>

At 1 July 2014 - fair value

Gross carrying amount	6,352
Accumulated amortisation and impairment	(5,252)
Net carrying amount	<u>1,100</u>

At 30 June 2015 - fair value

Gross carrying amount	6,278
Accumulated amortisation and impairment	(5,521)
Net carrying amount	<u>757</u>

Notes to the financial statements
for the year ended June 2016

9. Intangible Assets (cont'd)

Reconciliation

	Note	Software \$'000
Year ended 30 June 2015		
Net carrying amount at start of year		-
Acquisitions through administrative restructure	14	1,100
Additions		58
Transfer to plant and equipment		(242)
Transfer from work in progress		110
Amortisation (recognised in 'depreciation and amortisation')		(269)
Net carrying amount at end of year		<u>757</u>

10. Fair value measurement of non-financial assets

(a) Fair value hierarchy

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
2016				
Property, plant and equipment (Note 8)				
Land and buildings	-	-	156,496	156,496
	-	-	<u>156,496</u>	<u>156,496</u>
2015				
Property, plant and equipment (Note 8)				
Land and buildings	-	28,190	122,647	150,837
	-	<u>28,190</u>	<u>122,647</u>	<u>150,837</u>

Notes to the financial statements
for the year ended June 2016

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

There were no transfers between Level 1 or 2 during the period. The fair value of land measured as Level 2 in 2015-16 has been reclassified as Level 3 in this year.

(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 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. 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. The escalation factors as at 29 February 2016 were applied to the land values.

Fair value per square metre is in the range \$0.27/sqm - \$27/sqm with a weighted average \$3.54/sqm (2015: range \$0.27/sqm - \$25/sqm with weighted average \$3/sqm). Total area of land is 8,570,910 sqm (2015: 8,570,910 sqm).

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
<p>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 29 February 2016.</p>	<p>Buildings: Replacement cost per square metre for the following assets: Asset and range (weighted average): Dining Hall \$1,529 - \$3,206 (\$2,068) (2015: \$1,992) Recreation Hall \$957 - \$3,527 (\$2,195) (2015: \$2,118) Lodges \$698 - \$2,114 (\$1,210) (2015: \$1,167) Residences \$795 - \$1,375 (\$1,017) (2015: \$980) Other buildings \$466 - \$901 (\$656) (2015: \$632) Shooting Centre \$2,964 (2015: \$2,947) Equestrian Centre \$777 (2015: \$767) Regatta Centre \$762 (2015: 768) Eastern Creek Karting Track \$703 (2015: \$701) Far West Academy of Sport \$1,028 (2015: \$1,013)</p>	<p>The estimated fair value would increase (decrease) if the replacement cost per square metre for the assets were higher (lower).</p>

10. Fair value measurement of non-financial assets (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 33 years Lake Ainsworth 32 years Lake Burrendong 25 years Lake Keepit 26 years Point Wolstoncroft 29 years Shooting Centre 25 years Equestrian Centre 24 years Regatta Centre 23 years Eastern Creek Karting Track 26 years Far West Academy of Sport 40 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>		

Notes to the financial statements
for the year ended June 2016

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

(c) Reconciliation of recurring Level 3 fair value measurements

2016	Land and 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	156,496	156,496

2015	Buildings \$'000	Total recurring Level 3 fair value \$'000
Fair value as at 1 July 2014	-	-
Acquisition through administrative restructure	99,905	99,905
Assets acquired free of cost	304	304
Net revaluation increment	22,821	22,821
Transfer from work in progress	4,175	4,175
Depreciation	(4,558)	(4,558)
Fair value as at 30 June 2015	122,647	122,647

Notes to the financial statements
for the year ended June 2016

11. Current Liabilities - Payables

	2016	2015
	\$'000	\$'000
Accrued salaries, wages and on-costs	1,241	2,153
Creditors	823	717
Accrued expenses	2,535	1,387
Unearned revenue	3,296	3,089
Grant funding payable	-	10,000
Other payables	15	24
	7,910	17,370

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 19.

12. Current / Non-Current Liabilities - Provisions

Current

Employee benefits and related on-costs

Annual leave	5,547	4,988
Long service leave	307	252
On-costs	2,921	2,599
Other provisions	338	94
	9,113	7,933

Non-current

Employee benefits and related on-costs

Long service leave	1,221	22
On-costs	214	182
	1,435	204

Other Provisions

Restoration costs - Leasehold accommodation	975	1,682
	2,410	1,886

Total Provisions Non-current

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 2015 to 30 June 2018 for various agreements.

Aggregate employee benefits and related on-costs

Provisions - current	9,113	7,933
Provisions - non-current	1,435	204
Accrued salaries, wages and on-costs (Note 11)	1,241	2,153
	11,789	10,290

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:

Notes to the financial statements
for the year ended June 2016

Carrying amount at the beginning of financial year	1,682	800
Additional provisions recognised	-	1,142
Amounts used	(645)	-
Unused amounts reversed	(60)	(231)
Unwinding / change in the discount rate	(2)	(29)
Carrying amount at end of financial year	<u>975</u>	<u>1,682</u>

13. Current / Non-Current Liabilities - Other

	2016	2015
	\$'000	\$'000
Current		
Lease Incentive	81	81
	<u>81</u>	<u>81</u>
Non-current		
Lease Incentive	81	162
	<u>81</u>	<u>162</u>

Notes to the financial statements
for the year ended June 2016

14. Increase / Decrease in Net Assets from Equity Transfers

The following is a summary of assets and liabilities transferred from the Department of Education and Communities to the Office of Sport as a result of the restructuring of administrative arrangements on 1 July 2014.

	1 July 2014
	\$'000
ASSETS	
Current Assets	
Cash and cash equivalents	6,604
Receivables	8,822
Total Current Assets	15,426
Non-Current Assets	
Receivables	737
Property, plant and equipment	
Land and buildings	130,487
Leasehold improvements	1,425
Plant and equipment	13,356
Work in progress	1,990
Total property, plant and equipment	147,258
Intangible assets	1,100
Total Non-Current Assets	149,095
Total Assets	164,521
LIABILITIES	
Current Liabilities	
Payables	5,843
Provisions	7,159
Total Current Liabilities	13,002
Non-Current Liabilities	
Payables	-
Provisions	1,153
Total Non-Current Liabilities	1,153
Total Liabilities	14,155
Net Assets	150,366
EQUITY	
Accumulated funds	150,366
Total Equity	150,366

Notes to the financial statements
for the year ended June 2016

15. Commitments for expenditure

	2016	2015
	\$'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	-	-
Later than one year and not later than five years	-	-
Total (including GST)	<u>-</u>	<u>-</u>
(b) Operating lease commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
1. Leased properties		
Not later than one year	3,369	3,130
Later than one year and not later than five years	3,323	5,696
	<u>6,692</u>	<u>8,826</u>
2. Other		
Not later than one year	-	776
Later than one year and not later than five years	-	-
	<u>-</u>	<u>776</u>
Total (including GST)	<u>6,692</u>	<u>9,602</u>

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

The total commitments for expenditure include GST input tax credits of \$608,000 (2015: \$873,000) that are expected to be recovered from the Australian Tax Office

16. Contingent liabilities and contingent assets

The following claim is considered as a contingent liability as at 30 June 2016.

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 2016.

Notes to the financial statements for the year ended June 2016

Budget Review

Net result

The actual net result is \$5.7m higher than budget. The variances consist of increased revenue of \$4.6m and reduced expenses of \$1.1m.

The decrease in expenses is mainly attributed to lower grants and subsidies expenses of \$13.5m due to deferred grant payments partly offset by:

- Higher employee related expenses of \$8.2m mainly due to the inclusion of personnel services provided to NSW Institute of Sport of \$6.5m (Note 3(f)) and additional expenses for the new Sport Infrastructure group and reform Program Management Office.
- Higher other operating expenses of \$3.5m for the short term continued operation of Regional Offices and Sport and Recreation Centres and costs for Sport Infrastructure group and Sport and Recreation reform program.

The increase in revenue is mainly attributed to higher personnel services revenue of \$5.7m for the inclusion of personnel services provided to NSW institute of Sport (Note 3(f)), higher other revenue of \$2.4m and sale of goods and services of \$1.0m. Higher revenues are partly offset by lower grants and contributions of \$6.4m mainly due to deferred cluster grants.

Assets and liabilities

The net assets are \$4.3m lower than budget, consisting of \$2.3m higher assets and \$6.6m higher liabilities.

The increase in assets is mainly attributed to higher cash of \$11.0m mainly due to \$5m cluster grant received and cash balances required for the payables and provisions.

Non-current receivables also increased by \$1.0m due to the inclusion of personnel services provided to NSW institute of Sport.

The above increases are partly offset by lower property, plant and equipment of \$9.2m due to asset write offs partly offset by increase due to desktop valuation of land and buildings.

The increase in liabilities is mainly attributed to higher payables and employee leave and on-cost provisions of \$4.7m and inclusion of \$1.9m for the personnel services provided to NSW institute of Sport.

Cash flows

The net cash flows from operating activities are \$2.2m below budget. The variance is mainly attributable to higher grant payments of \$5m offset by higher than expected payables and provisions.

Notes to the financial statements
for the year ended June 2016

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

	2016	2015
	\$'000	\$'000
Net cash inflow from operating activities	3,936	22,349
Depreciation and amortisation	(7,239)	(7,233)
Allowance for impairment	-	38
Decrease / (increase) in provisions	644	(1,750)
Increase / (decrease) in receivables	552	(746)
Decrease / (increase) in current payables	9,409	(11,565)
Assets recognised for the first time	347	316
Net gain / (loss) on sale of property plant and equipment	(92)	(426)
Plant and equipment impairment	(103)	-
Net result	7,454	983

18. Administered Liabilities

Speedway racing licence fees payable to Crown Entity	3	2
	3	2

Notes to the financial statements
for the year ended June 2016

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 amount	Carrying amount
			2016	2015
			\$'000	\$'000
Class:				
Cash and cash equivalents	6	N/A	20,676	22,650
Receivables (excludes statutory receivables and prepayments)	7	Loans and receivables (at amortised cost)	9,882	8,042
			30,558	30,692
Financial Liabilities			Carrying amount	Carrying amount
			2016	2015
			\$'000	\$'000
Class:				
Payables (excludes statutory payables and unearned revenue)	11	Financial liabilities measured at amortised cost	4,614	14,281
			4,614	14,281

(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.

Notes to the financial statements
for the year ended June 2016

19. Financial instruments (cont'd)

(b) Credit risk (cont'd)

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 (2016: \$1.884 million; 2015: \$2.202 million) and less than 3 months past due (2016: \$0.733 million; 2015: \$0.543 million) are not considered impaired. Together these represent (2016: 72%; 2015: 69%) 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 \$0.539 million at 30 June 2016 (\$0.704 million at 30 June 2015). There were no loan defaults anticipated at 30 June 2016. 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.

	\$'000		
	Total \$'000	Past due but not impaired \$'000	Considered impaired \$'000
30 June 2016			
< 3 months overdue	745	733	12
3 months - 6 months overdue	172	100	72
> 6 months overdue	837	219	618
Not yet due	633	633	-
	2,387	1,685	702
30 June 2015			
< 3 months overdue	567	543	24
3 months - 6 months overdue	198	96	102
> 6 months overdue	584	-	584
Not yet due	412	412	-
	1,761	1,051	710

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

Notes to the financial statements
for the year ended June 2016

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							
	Weighted average effective Interest Rate	Interest Rate Exposure				Maturity Dates		
		Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non- Interest Bearing	< 1 year	1 -5 years	> 5 years
30 June 2016								
Payables:								
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	-	-
Issued Financial Guarantee Contracts	6.39%	539	-	539	-	-	452	87
30 June 2015								
Payables:								
Accrued salaries, wages and on-costs	-	2,153	-	-	2,153	2,153	-	-
Creditors	-	12,128	-	-	12,128	12,128	-	-
	-	14,281	-	-	14,281	14,281	-	-
Issued Financial Guarantee Contracts	6.48%	704	-	704	-	-	604	100

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.

Notes to the financial statements
for the year ended June 2016

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 2016					
Financial assets					
Cash and cash equivalents	20,676	(207)	-	207	-
30 June 2015					
Financial assets					
Cash and cash equivalents	22,650	(227)	-	227	-

Notes to the financial statements
for the year ended June 2016

(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. Events after the Reporting Period

There has not arisen in the interval between the 30 June 2016 and the date of this report, any 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.

3. Governance and Charter

The Office of Sport

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

The Office of Sport was established on 1 July 2014 pursuant to *Administrative Arrangement (Administrative Change – Miscellaneous Agencies) Order 2014 (2014-413)*. The business units prior to 1 July 2014 were part of the then Department of Education and Communities.

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 which includes the Sydney Cricket and Sports Ground Trust.

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

- Sport and Recreation Services (including the State Sporting Venues Authority and the Combat Sports Authority)
- Sport Infrastructure Group
- Sport Development Group
- Corporate Services
- NSW Institute of Sport
- Sydney Olympic Park Authority
- Venues NSW

Legislation

Principal legislation administered within the Office of Sport includes:

- *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*

This Annual Report reports on the activities and performance core Office of Sport - Sport and Recreation Services, Sport Infrastructure Group, Sport Development Group and Corporate Services.

The 2015-16 Annual Reports of the State Sporting Venues Authority, Venues NSW, Sydney Olympic Park Authority and the NSW Institute of Sport are reported separately and can be accessed at the following websites:

State Sporting Venues Authority

www.sportandrecreation.nsw.gov.au

Venues NSW Annual Report 2015-16:

www.venuesnsw.com/page/publications

Sydney Olympic Park Authority Annual Report 2015-16:

www.sopa/nsw.gov.au/resource_centre/publications

NSW Institute of Sport Annual Report 2015-16:

www.nswis.com.au

Access

Head Office

Level 3, 6B Figtree Drive, Sydney Olympic Park NSW 2127

Monday to Friday 9.00am to 5.00pm

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Appendix A

Management Structure at 30 June 2016



Matt Miller, Chief Executive, Office of Sport

Since commencing in the role in November 2014, Matt's primary role has been to lead the management and delivery of a significant range of sports-related services and facilities across the State. Prior to this, Matt led the Australian Sports Commission from 2009 to 2011 and held a number of other executive roles within government, including Qld Commissioner for Fair Trading, and CEO of the Australian Child Support Agency.



Paul Doorn, Executive Director, Sport Infrastructure Group

Since May 2012, Paul has managed the strategic direction of Sport and Recreation. Paul oversees the Commercial Services, Participation and Partnerships, Strategy and Policy, and Policy and Research divisions. Prior to this, Paul was the CEO of the Institute of Public Administration Australia (NSW Division) from 2009 to 2012, and has worked with Communities NSW and the NSW Department of Education.



Stephanie Cross, Executive Director, Strategic and Business Services

Stephanie Cross is the Executive Director of Corporate Services leading financial management, human resources, major works and capital projects, governance and risk, legal services, media and issues management, ministerial services, and information and knowledge management. Stephanie has worked extensively across the public sector, holding a number of senior executive roles including Director, Human Resources and Deputy Director General for Department of Sport and Recreation, Deputy Director General (Management Services) for Juvenile Justice and Executive Director, Corporate Services for the Office of Environment and Heritage.



Dr Phil Hamdorf, Executive Director, Sport and Recreation

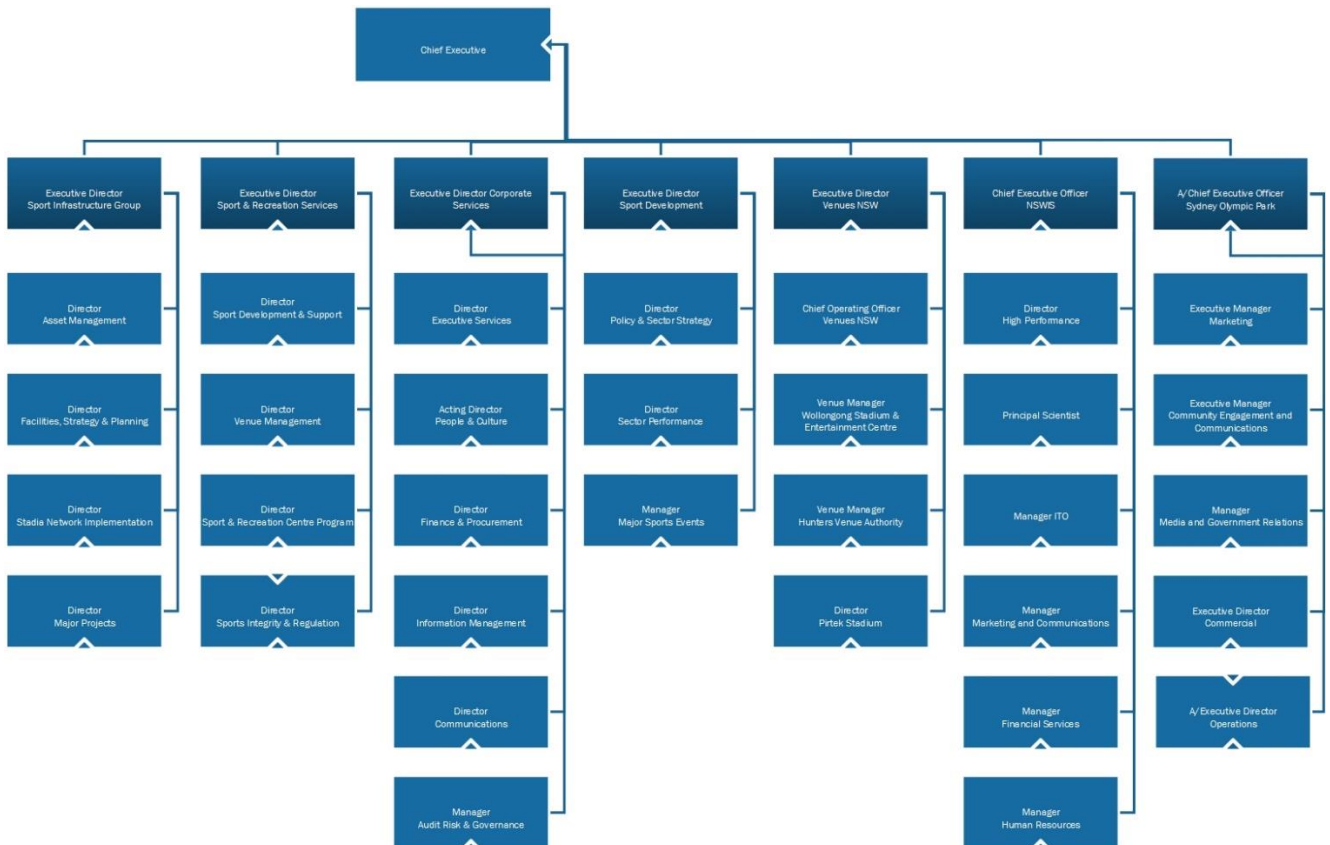
Dr Hamdorf is an experienced executive with high-level leadership and strategic capabilities in the corporate, not-for-profit and government sectors. More recently he has been the Senior Regional Coordinator at the Department of Premier and Cabinet (NSW) and previously Senior Departmental Adviser for the Minister for Sport and Recreation, Director of Corporate Services and Director Research and Development at Communities NSW, Chief Executive Officer of the Australian College of Physical Education and the Executive Director of South Australia's Office of Recreation and Sport.

Appendix B

Human Resources

Organisational Structure as at 30 June 2016

At 30 June 2016, the Office of Sport comprised the Office of the Chief Executive, Sport and Recreation Services, Corporate Services, the Sport Infrastructure Group, Sports Development Group, NSW Institute of Sport, Sydney Olympic Park Authority and Venues NSW.



Human Resources (cont'd)

Work Health and Safety

In 2015-16 work continued on implementing key policies and controls to build the foundations of the Office of Sports Health and Safety Management system. A new online system was acquired to record incidents, track investigations, document corrective actions and deliver Work Health and Safety training modules covering a diverse range of topics. In the financial year there was a reduction in lost time injuries by 17%, thirty claims were opened with twenty-four claims brought to closure.

Industrial Relations and Workplace Consultation

A Joint Consultative Committee for the Office of Sport was formed in August 2014. The Joint Consultative Committee is chaired by the Chief Executive of the Office of Sport with membership being comprised of senior executives and representatives of relevant industrial organisations. The Joint Consultative Committee met quarterly in the period 2015-16.

Staff Profile

The staff profile reflects the diversity, and skill required to meet the changing needs of the sector. On 30 June 2016 there were 384 full-time equivalent (FTE) employees, remaining relatively static compared to the previous year. The Office of Sport underwent a transformational change program and some restructure at the end of the financial year.

Table 5: Number of full-time equivalent staff (annual average)

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

Exceptional movements in wages, salaries or allowances

The *Crown Employees (Public Sector – Salaries 2008) Award* was varied to provide for a 2.5% increase in salaries effective from the first full pay period after 1 July 2015.

The Statutory and Other Officers Remuneration Tribunal issued a determination for an increase of 2.5 % for the remuneration package ranges for Public Service Senior Executive bands, effective on 1 July 2015. The Statutory and Other Officers Remuneration Tribunal issued a determination for an increase of 2.5 % for the remuneration package ranges for the Chief Executive Service and Senior Executive Service, effective 1 July 2015.

Human Resources (cont'd)

Performance and number of senior executives

Table 6: Number of Public Service senior executives employed in each band as at 30 June 2016

Band	2014-2015		2015-16	
	Female	Male	Female	Male
Band 4 (Secretary)	0	0	0	0
Band 3 (Deputy Secretary)	0	1	0	1
Band 2 (Executive Director)	0	2	2	2
Band 1 (Director)	3	6	3	5
Total	3	9	5	8

Table 7: Average total remuneration package of senior executives in each band as at 30 June 2016

Band	2014-2015		2015-16	
	Range \$	Average	Range \$	Average
Band 4 (Secretary)	\$422,501 - \$488,100	0		
Band 3 (Deputy Secretary)	\$299,751 - \$422,500	\$351,286	\$360,068	\$360,068
Band 2 (Executive Director)	\$238,300 - \$299,750	\$249,069	\$257,408 - \$273,411	\$265,039
Band 1 (Director)	\$167,100 - \$238,300	\$182,794	\$161,802 - \$222,099	\$194,292

Note: Transitional former senior executives in the Public Service (i.e. former Senior Executive Services and former Senior Officers) are taken to be Public Service senior executives and employed in the equivalent band.

In the 2015-16 financial year 7.94% of the Office of Sport's employee related expenditure was related to Senior Executives. This has increased by approximately 1.2% with the establishment of the Sport Infrastructure and Sport Development divisions as well as the establishment of the Transformation team.

Human Resources (cont'd)

Personnel Policies and Practices

During the 2015-16 year the following personnel policies and practices were reviewed:

- Fitness for Duty Policy
- Performance Management and Development Framework and Procedures
- Probation Guideline
- Senior Executive Probity Management Procedure
- Smoking in the Workplace Policy
- Work Health and Safety Policy

Workforce Diversity

The Office of Sport is implementing strategies to continue to improve workforce diversity. The representation of employees in targeted equal opportunity groups as at 30 June 2016 is shown as a percentage of total employees in the table below:

Table 8: Representation of employees in equal employment groups as at 30 June 2016

Group	2014-15	2015-16	Target
Women	46.7%	49%	50%
Aboriginal and Torres Strait Islander People	3.5%	4.9%	2.6%
Non-English speaking background	8.7%	10.3%	19%
People with disability requiring adjustment at work	0.6%	0.7%	1.5%
People with disability	4.3%	4.7%	N/A

Appendix C

Disability Inclusion Action Plan

In 2015-16 the Office of Sport's continued commitment to support people with disability was realised through the provision of \$649,000 in funding to improve access and program delivery, the establishment of the Disability Sport network, ongoing support of the companion card at 11 Sport and Recreation Centres and the enhancement of the Find a Club online directory by including specific information for people with disability. In 2015 – 2016 \$649,000 was provided to sport programs to support access by athletes with disability, including \$30,000 annually to the Australian Paralympic Committee for its NSW operations, \$70,000 for a NSW Institute of Sport scholarship program for elite level athletes with disability and \$289,000 across 11 State Sporting Organisations to increase participation of people with disability in sport.

The Office of Sport continued to foster a workforce culture promoting accessibility, and inclusiveness of people with disability and through the provision of accessible office facilities for a number of State sporting organisations supporting people with disability. We continue to engage with Sporting bodies to inform the development of the Office of Sport disability action plan scheduled for completion in 2017.

Appendix D

Multicultural Policies and Services Program

The Office of Sport has set the targets to increase participation of targeted groups in the Strategic Plan 2016-2020 to encourage more people in NSW to participate in sport and active recreation. The targeted groups include those to whom cultural, social or financial factors pose a barrier to participating in organised sport or physical activity in general. In the 2016-17 year, the Office of Sport will further develop the evidence base for the participation of targeted groups and develop its Multicultural Policies and Services Program to address barriers and encourage participation for people from indigenous and culturally and linguistically diverse backgrounds.

In the 2015-16 year, the Office of Sport has continued its on-going programs and initiatives that promote participation in sport and active recreation for all cultural groups. These have included both 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 multicultural barriers to participation in sport (refer to the section Increased Participation in Sport and Active Recreation).

Office of Sport provides financial and in-kind support for *Play by the Rules*, a national initiative to make sport inclusive, safe and fair. The *Racism. It Stops with Me* campaign and anti-racism in sport messages continue to feature prominently on the *Play by the Rules* website, magazine and social media activities.

State Sporting Organisations funded under the Office of Sport's Sport Development Program are required to submit current policy and procedures on harassment and member protection consistent with the Australian Sports Commission Member Protection Framework prior to receiving funding. As a result, many sporting organisations have programs and policies in place to combat racism and to encourage participation in their sport regardless of background or ability.

Appendix E

Legal Change

This appendix sets out the Acts administered by the Minister for Sport.

- 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

Amendments to legislation include:

- The *Sydney Cricket and Sports Ground Act 1978* was amended to permit the establishment of the Australian Rugby Development Centre.
- *Sporting Venues Authorities Regulation 2014* provided amendments to vary the limit on the number of times that a person can be appointed to a Board or advisory committee while retaining the maximum term of office.
- The *Sydney Olympic Park Authority Act 2001* was amended by the *Fines Amendment Act 2016* with respect to the liability for and the enforcement of fines. The Act was also amended to replace the title 'Director-General' with 'Chief Executive' and to update terminology and references relating to public sector agencies and public service employees.
- The *Institute of Sport Act 1995* was amended by the *Statute Law (Miscellaneous Provisions) Act (no 2) 2015* to update terminology and references relating to public sector agencies and public service employees.
- The Combat Sports Act 2013 was amended to ensure that combat sport participants have certification to show they are 'not capable of transmitting a medical condition or disease'.
- Combat Sports Regulation 2014 was amended by the *Combat Sports Amendment (Exclusions and Exemptions) Regulation 2016*. This regulation redefined the term 'light contact'; redefined registration and licence requirements; and clarified the difference between contest promoters and contest organisations.
- *Motor Vehicle Sports (Public Safety) Regulation 2015* was re-made without change to avoid the 1985 version lapsing.
- *Mount Panorama Motor Racing Regulation 2015* was remade without change to avoid the 1989 version lapsing.

Appendix F

Consultants

In the 2015-16 financial year the Office of Sport had a total of 19 consultancy engagements with a total value of \$964,410 (excl. GST). 12 of these consultancy engagements had a value of less than \$50,000 and a total value of \$175,757. 7 consultancy engagement had a value of more than \$50,000 and a total value of \$788,653 as listed in the table below.

Table 9: Payments greater than \$50,000 to consultants as at 30 June 2016

Consultant	Project	Amount \$
Price Waterhouse Coopers	Stadia Governance	130,000
Price Waterhouse Coopers	Major Stadia Capital Planning	110,000
Ernst & Young	Office of Sport New Direction Business Case	107,552
Third Horizon Consulting	Future service delivery review	177,924
Tranzform Group	Project Management Framework	55,500
The Hackett Group	Shared Service Review	120,477
Nous Group	Office of Sport Strategic Plan	87,200
Total		\$788,653

Appendix G

Overseas Travel

Table 10: Overseas Travel

Location	Reason	Date	Amount \$
USA and UK	Stadia inspection tour	February 2016	28,565
Total			28,565

Mr Paul Doorn, Executive Director, Sports Infrastructure Group, Office of Sport joined a Stadia Study Tour that was initiated and organised by the Sydney Cricket and Sports Ground Trust (SC&SGT). The purpose of the inspection tour was to identify ways the NSW Government can optimise return on the Government's stadia investments.

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 follows an online Privacy Statement which is 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. No written applications under Part 5 of the Act were received during the 2015-16 financial year. As per Division 2 (33) of the Act, a Privacy Management Plan will include procedures for internal review under Part 5 of the Act. The Code of Conduct requires employees to maintain confidentiality and identifies the Act as relevant legislation.

Appendix I

Public Access to Information

Government Information (*Public Access*) Act 2009

Introduced in 2009, the objective of the *Government Information (Public Access) Act 2009*, or GIPA, 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 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
- Venues NSW
- NSW Institute of Sport

For GIPA statistics and data relating to the Sydney Olympic Park Authority or the Sydney Cricket and Sports Ground Trust please refer to their Annual Reports.

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

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

The Office of Sport provides a wide range of functions relating to sport, including regulation, program administration, policy, venue and property management, procurement and infrastructure.

The Office of Sport's program for the proactive release of information involves:

- Provision of information via informal access applications
- Ongoing release of tender and contract information to the eTenders website
- Review and consolidation of documents available on the Office of Sport's websites

Following the Office of Sport's transition from the Department of Education in 2015, within the reporting period, the Office of Sport developed a formalised internal GIPA response framework and process. This framework provides advice to staff on how to search for and respond to requests for information and provided an overview of the GIPA process.

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

During the reporting period the Office of Sport received 14 formal access applications (including withdrawn applications).

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

During the reporting period the Office of Sport did not receive or fully refuse any access application under Schedule 1 of the GIPA Act.

4. Statistical information about access applications – Clause 7(d) and Schedule 2

Table 11: Number of applications by type of application and outcome in 2015-16*

	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	1	0	0	4	0	0	0	1
Members of Parliament	0	1	0	0	0	0	0	1
Private sector businesses	1	0	0	0	0	0	0	0
NFP organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representatives)	0	0	0	2	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 12: Applications by type and outcome in 2015-16*.

Table 12: Applications by type and outcome in 2015-16*

	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	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	1	0	6	0	0	0	2
Access applications – partly personal information applications & partly other)	0	0	0	0	0	0	0	0

Table 13: Invalid applications in 2015-16

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 14: Overriding public interest against disclosure in 2015-16

Matters listed in Schedule 1 of the GIPA Act	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	1
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 (Authorised Transactions Act 2015)	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 15: Other public interest considerations against disclosure in 2015-16

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 16: Timeliness of decisions on applications in 2015-16

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	12
Decided after 35 days (by agreement with applicant)	0
Decided within time (deemed refusals)	0

Table 17: Number of applications reviewed under Part 5 of the GIPA Act in 2015-16

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 18: Applications for review under Part 5 of the GIPA Act in 2015-16

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 19: 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 received three informal access applications within the reporting period.

Two applicants were advised that the Office of Sport held the requested information and were granted access to the relevant information. The third applicant withdrew their request.

Appendix J

Internal Audit and Risk Management Statement

**Annual Report Disclosure
Internal Audit and Risk Management Statement for the
2015-2016 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 Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

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 Circular NSW TC 09/08. 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: 22/8/16

CDOC16/36404

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for Office of Sport

I, Matt Miller, am of the opinion that the Office of Sport has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, 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)



Matt Miller
Chief Executive, Office of Sport

22/8/16

Catherine McLeod
A/Manager Audit, Risk & Governance
02 87629839

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

icare™ is the brand of Insurance & Care NSW and provides services to the NSW Self Insurance Corporation, which operates the Treasury Managed Fund (TMF) scheme. GIO is an agent for icare™ tmf.

Appendix L

Digital Information Security Policy Attestation



CDGS16/216

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 2015-2016 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 2015 - 2016 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.

Both Sydney Olympic Park Authority and the New South Wales Institute of Sport have confirmed that they each have Information Security Management Systems, consistent with the Digital Information Security Policy, in place. Both agencies will also be including an attestation in their annual reports.

Yours sincerely

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

Matt Miller
Chief Executive

28/9/16

Appendix M

Corporate Purchase Card Certification



Corporate Purchase Card Certification for Financial Year Ended 30 June 2016

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 2015-16 has been in accordance with Premier's Memoranda and Treasurer's Directions.

A handwritten signature in black ink, appearing to read 'Matt Miller', written over a horizontal line.

Matt Miller
Chief Executive
Office of Sport

28/9/16

Appendix N

Consumer Response

The Office of Sport proactively obtains feedback from clients through customer satisfaction surveys to clients after they have attended a program or camp and via the client service centre. Managers and staff also talk to clients where possible. A record is kept of all feedback and the customer satisfaction survey is designed to understand customers experience of services across areas including booking, food, pricing, staff knowledge and friendliness, program content and venue facilities.

Initiatives implemented throughout the year in response to complaints included further improvements to the online booking process, strengthening procedures on special dietary needs, food labelling and continued upgrading of facilities and equipment at all venues. On average customer satisfaction is over 95% across the broad range of services and programs delivered.

Appendix O

Grants (to non-government community organisations)

Grant funding: Regional academies of sport

Academies	Amount \$
Academies of Sport Incorporated	70,000
Central Coast Academy of Sport	143,000
Hunter Academy of Sport	143,000
Illawarra Academy of Sport	143,000
North Coast Academy of Sport	143,000
Northern Inland Academy of Sport	143,000
South East Regional Academy of Sport	143,000
South West Regional Academy of Sport	143,000
Southern Sports Academy	143,000
Western Region Academy of Sport	143,000
Western Sydney Academy of Sport	143,000

Grant funding: Sport and industry event bodies

Event organisation	Amount \$
AFL Commission Ltd (NSW/ACT)	60,000
Amputee Golf Australia (NSW)	10,000
Archery Society of NSW	5,000
Athletics NSW	35,000
Australian Commonwealth Games Committee NSW BR	20,000
Australian Electric Wheelchair Hockey (NSW) Incorporated	10,000
Australian Paralympic Committee	30,000
Australian Underwater Federation	10,000
Baseball NSW	55,000
Billiards and Snooker Association of NSW Incorporated	5,000
Blind Cricket NSW	10,000
Blind Sporting Association of NSW	10,000
BMX NSW Incorporated	15,000
Boccia NSW Incorporated	10,000
Boxing Australia (NSW) Incorporated	10,000
Cerebral Palsy Sporting and Recreation Association of NSW	10,000
Confederation of Australian Motor Sport	25,000
Cricket NSW	60,000
Croquet NSW	15,000
Cycling NSW	55,000
DanceSport NSW	10,000
Disabled Wintersport Australia	20,000
Diving NSW	20,000
Dragon Boats NSW	15,000
Equestrian Federation of Australia	48,500
Field Archery Australia (NSW)	5,000
Football NSW Limited	30,000
Golf NSW Limited	60,000
Hockey NSW Limited	55,000
Ice Racing NSW Incorporated	5,000
Indoor Sports NSW	30,000
Judo Federation of Australia (NSW) Incorporated	15,000
Karting NSW Incorporated	15,000
Kung Fu Wushu NSW Incorporated	5,000
Little Athletics Association of NSW	35,000
Masters Swimming NSW	20,000
Motorcycling NSW Limited	55,000
NASR (NSW & ACT) Incorporated	15,000
Northern NSW Football	30,000
NSW Amateur Pistol Association	30,000
NSW Badminton Association	15,000
NSW Basketball Association	55,000

Grant funding: Sport and industry event bodies (cont'd)

Event organisation	Amount \$
NSW Biathlon Association	5,000
NSW Bocce Federation	5,000
NSW Clay Target Association Incorporated	15,000
NSW Darts Council	10,000
NSW Endurance Riders Association	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 Incorporated	55,000
NSW Handball Association	5,000
NSW Hang Gliding and Paragliding Association Incorporated	10,000
NSW Ice Hockey Association	20,000
NSW Ice Skating	10,000
NSW Karate Federation Incorporated	5,000
NSW Lacrosse Incorporated	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
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 Incorporated	55,000
NSW Water Ski Federation	30,000
NSW Weightlifting Association	20,000
NSW Women's Bowling Association	30,000
NSW Wrestling Association	15,000
Orienteering Association NSW	20,000
Paddle NSW	20,000
Polocrosse Association of NSW	10,000
Riding for the Disabled Association (NSW)	20,000
Rowing NSW Incorporated	55,000
Royal NSW Bowling Association	30,000
Sailability NSW	20,000
Sailing for Everyone Foundation	10,000

Grant funding: Sport and industry event bodies (cont'd)

Event organisation	Amount \$
Schizophrenia Fellowship of NSW	10,000
Skate NSW	15,000
Softball NSW	55,000
Special Olympics Australia (NSW)	20,000
Sport NSW	35,844
Sports 4 All	10,000
State Volleyball NSW	15,000
Surfing NSW	55,000
Swimming NSW	40,000
Table Tennis NSW	20,000
Tennis NSW	60,000
The Pony Club Association of NSW	55,000
Transplant Australia Limited	10,000
Triathlon NSW	30,000
Wheelchair Rugby League Australia Incorporated	5,000
Wheelchair Sports NSW	20,000
Yachting Association of NSW	55,000

Grant funding: Minister's discretionary fund

Organisation	Amount \$
Charity Bounce Limited	3,000
Equestrian Federation of Australia (NSW)	5,000
Georges River District Club	5,000
Group 16 Country Football League Incorporated	2,500
Kiama Bowling and Recreation Club	500
National Rugby League Limited - Development	5,000
Picton Magpies Rugby League Football Club	4,500
Sydney Women's Rugby Union	1,500
The Baggy Blues Members Club Ltd	25,000
The Primary Club of Australia Incorporated	5,000

Grant funding: Surf club facility program

Organisation	Amount \$
Surf Lifesaving NSW Incorporated	2,000,000

Grant funding: Strategic partnership program

Organisation	Amount \$
Austswim Limited	30,000
Destination NSW	25,000
Jack Newton Junior Golf Foundation	55,000
Kidsafe NSW Incorporated	92,800
Outdoor Recreation Industry Council	80,000
Royal Life Saving Society NSW HO	700,000
Sanitarium Health & Wellbeing Company	35,000
Sport NSW	120,000

Grant funding: Special grants

Region	Amount \$
AFL (NSW/ACT) Commission Ltd	300,000
Ashfield Council	250,000
Australian Clay Target Association	15,000
Australian Clay Target Association	25,000
City of Canada Bay Council	200,000
Cricket NSW	200,000
Far West Academy of Sport	150,000
Goulburn Mulwaree Council	200,000
Greater Taree City Council	100,000
Hunter River Agricultural & Horticultural Association	125,000
Lithgow City Council	2,250,000
Liverpool City Archers	200,000
Lower Clarence Magpies RLFC	10,000
Macintyre Warriors Rugby League FC Incorporated	5,000
Midcoast Council	100,000
Moss Vale and District Basketball Association	50,000
National Rugby League Ltd - Development	291,000
NSW Rugby Union Ltd	125,000
Penrith City Council	200,000
Queanbeyan Tigers Australian Football Club	200,000
Rowing NSW Incorporated	250,000
Sutherland Shire Council	200,000
Venues NSW	792,000
Venues NSW	70,000
Yass Valley Council	550,000

Grant funding: Special shooting program

Organisation	Amount \$
Albury Wodonga Clay Target Club	16,500
Barrook Sporting Field and Game Association	9,625
Bega Rifle Club Inc	3,500
Blacktown Pistol Club	6,442
Boggabri-Gunnedah Gun Club	16,984
Boorowa Gun Club	10,000
Bowral Pistol Club	500
Broken Hill Pistol Club	20,000
Central Coast Small Bore and Air Rifle Club	10,250
Coffs Coast Bowhunters Club	2,275
Concord Rifle Club	16,650
Cooma Pistol Club	11,200
Coonabarabran Pistol Club	20,000
Coonamble Clay Target Club	20,000
Cowra Gun Club	19,500
Dubbo Gun Club	8,850
Endeavour Pistol Club	1,376
Endeavour Rifle Club	14,131
Eugowra Rifle Club	2,421
Explorers Rifle Club	4,396
Goolma Clay Target Club	8,795
Gosford District Pistol Club	20,000
Gosford District Rifle Club	16,217
Grafton Clay Target Club	830
Griffith Gun Club	9,360
Hermidale Gun Club	6,200
Hornsby RSL Rifle Club No 385	9,787
Hume Pistol Club	2,093
Inverell RSM Club	1,882
Kempsey Pistol Club	1,779
Ku-Ring-Gai Pistol Club	13,375
Kurrajong Pistol Club	11,360
Lismore Target Pistol Club	16,674
Lithgow Valley Pistol Club	16,770
Lyndhurst Rifle Club	12,210
Manning Valley Rifle Club	2,208
Monaro Air Rifle Club	2,294
Moree Gun Club	10,120
Mosman—Neutral Bay Rifle Club	920
Mt Lindsay Pistol Club	5,470

Grant funding: Special shooting program (cont'd)

Organisation	Amount \$
Narrabri Pistol Club Incorporated	20,000
Narromine Clay Target Incorporated	8,250
Narromine Dubbo Rifle Association	9,454
Nepean Hunters Club Incorporated	11,497
Newcastle Pistol Club	20,000
North Shore District Rifle Club	5,061
North Shore Regional Target Shooting Complex	11,000
North Sydney Small-bore and Air Rifle Club	500
NSW Biathlon Association	5,220
NSW Field and Game Association – Cooma Branch	3,470
NSW Field and Game Association – Cooma Branch	3,945
Parkes Pistol Club	17,315
Rangers Hunting and Shooting Club	11,100
Silver City Small Bore Rifle Club	20,000
Singleton Clay Target Club	9,220
SSAA (NSW) - Griffith Branch	6,310
SSAA Illawarra	597
St Ives Pistol Club	20,000
Tamworth Pistol Club	20,000
Ulladulla Pistol Club	3,795
Wentworth Pistol Club	3,331
Yass Clay Target Club	6,946

Grant funding: Sport development programs

Organisation	Amount \$
AFL (NSW/ACT) Commission	50,000
Archery Society NSW	30,000
Athletics NSW	30,000
Athletics NSW	19,000
Baseball NSW	10,000
Billiards and Snooker Association of NSW	20,000
Blind Sporting Association of NSW	40,000
Confederation of Australian Motor Sport	40,000
Cricket NSW	39,800
Cycling NSW	32,500
Diving NSW	30,000
Dragon Boats NSW	5,000
Equestrian Federation of Australia NSW Branch	10,000
Football NSW	50,000
Hockey NSW	25,000
Judo Federation of Australia (NSW)	27,700
Karting NSW	46,100
Little Athletics Association of NSW	38,000
Masters Swimming NSW	13,900
Motorcycling NSW	50,000
Northern NSW Football	35,500
NSW Basketball Association	50,000
NSW Biathlon Association	8,500
NSW Bocce Federation	20,000
NSW Clay Target Foundation	40,000
NSW Goalball Association	40,000
NSW Gymnastics Association	50,000
NSW Hang Gliding & Paragliding Assoc	14,500
NSW Ice Skating	10,500
NSW Karate Federation	10,000
NSW Lacrosse	6,500
NSW Netball Association	23,900
NSW Powerchair Football Association	32,300
NSW Rugby League	14,200
NSW Rugby League	10,700
NSW Rugby Union Ltd	50,000
NSW Snowsports	14,600
NSW Snowsports	11,200
NSW Snowsports	5,000
NSW Tenpin Bowling Association	36,800
NSW Water Polo	40,700

Grant funding: Sport development programs (cont'd)

Organisation	Amount \$
NSW Water Ski Federation	50,000
NSW Women's Bowling Association	5,000
Riding for the Disabled Association (NSW)	39,500
Rowing NSW Incorporated	50,000
Royal NSW Bowling Association	50,000
Schizophrenia Fellowship of NSW Incorporated	15,000
Skate NSW	9,900
Swimming NSW	50,000
Table Tennis NSW	30,000
The Pony Club Association of NSW	37,200
Triathlon NSW	33,500
Wheelchair Rugby League Australia	13,000
Wheelchairs Sports NSW	50,000
Yachting Association of NSW	50,000

Grant funding: Local sport program

Organisation	Amount \$
Abbotsford 12 Foot Flying Squadron	10,000
Aberdeen Senior and Little Athletics Centre	5,090
Abermain Hawks	3,716
ACCA Dragon Boat Racing Team	5,500
Achilles Running Club	4,000
Active Opportunities Incorporated	3,980
AFL North Coast	2,500
Aikido Community Incorporated	2,000
Albury Holbrook Polocrosse Club	8,000
All Saints Oatley West Soccer Club	1,600
Alstonville Football Club	5,000
Arcadia Pony Club	1,500
Armidale Amateur Athletics Club	2,000
Armidale City Gymnastics Club	5,615
Ashfield Bowling Club	820
Ashfield Pirates FC	2,000
Ashford Rooster Junior Rugby League	2,000
Asquith Soccer Club	9,500
Athletics Wollongong Incorporated	1,909
Austinmer Surf Life Saving Club	9,000
Australian Judo Union	2,000
Australian National Sports Club Incorporated	4,000
Ballina Australian Football Club	5,000
Ballina Croquet Club	2,000
Ballina Indoor Swim Team	1,980
Ballina RSL All Saints Netball Club	1,800
Ballina Tennis Club	5,000
Ballina Touch Association	5,000
Balmain Sailing Club	25,000
Balmain Soccer Club	5,000
Balmain Tigers Australian Football Club	7,000
Bangalow Bowling Club	5,000
Banksia Tigers Football Club	25,000
Bankstown City Netball Association	10,000
Bankstown District Touch Association	1,640
Bankstown Junior Touch Association	4,000
Barraba Golf Club	9,695
Bateau Bay Netball Club	1,836
Batemans Bay BMX Club	3,180
Batemans Bay Seahawks AFL Club	875
Batemans Bay Surf Life Saving Club	5,000

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Bathurst and District Riding for the Disabled	6,380
Bathurst City Community Club	8,954
Bathurst Pan Dragons Incorporated	1,540
Bathurst Touch Football Association	1,800
Baulkham Hills Hockey Club	1,050
Bega Valley Athletics Club	4,000
Bellambi Surf Life Saving Club	1,940
Belmont Swansea United Soccer Club	25,000
Berala Bears Junior Rugby League	2,000
Berala Carramar Hardcourt Tennis Association	25,000
Bermagui Surf Lifesaving Club	1,775
Berowra Netball Club	4,000
Berrima Clay Target Club	5,000
Berry Shoalhaven Heads Rugby League FC	627
Bexley Golf Club	25,000
Bidgee Dragons Abreast Wagga Wagga	1,683
Bilambil Junior Soccer Club	3,118
Binalong Brahmans RLFC Incorporated	1,360
Bingara Swimming Club	3,000
Blackheath Cricket Club	24,150
Blacktown City Athletic Club	2,000
Blacktown City Junior Rugby League Club	4,900
Blacktown City Netball Association	5,000
Blacktown Flyers Ice Hockey Club	2,103
Blacktown Magic AFL	22,778
Blue Mountains Cricket Association	21,850
Boggabri Pony Club	10,000
Bomaderry Junior Australian Rules FC	500
Bombala and District Swimming Club	591
Bondi Surf Bathing Lifesaving Club	5,000
Bonny Hills Tennis Club Incorporated	11,500
Boorowa Junior Rugby League Club	5,310
Bourke PCYC	4,200
Bowraville Junior Rugby League FC	5,700
Branxton Greta Amateur Swim Club	3,750
Bringelly Netball Club	5,000
Bronte Surf Life Saving Club	1,630
Brunswick Valley Bulldogs Junior AFL Club	1,000
Bulahdelah Cricket Club	3,550
Burraneer Rugby Club	6,500
Bush n Beach Orienteering Club	1,650
Bush n Beach Orienteering Club	1,430

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Byron Bay Cycle Club	2,000
Byron Bay Junior Australian Football Club	4,150
Byron Shire Archery Club	4,530
Callala District Soccer Club	4,161
Camden and District Netball Association	2,000
Camden Cricket Club	5,000
Camden Equitation Incorporated	6,000
Camden Red Sox Baseball Club	2,000
Camden Rugby Union Club	6,653
Campbelltown City Hockey Club	5,400
Campbelltown Cobras Soccer Club	6,000
Campbelltown Swans Junior AFL Club	1,450
Campbelltown Uniting Church Soccer Club	25,000
Candelo-Kameruka Bowling Club	3,500
Canterbury and Western Suburbs Cricket Association	5,000
Canterbury Sporting Club Incorporated	5,000
Canterbury-Bankstown Tennis & Bowls Club Ltd	25,000
Caringbah Redbacks FC	10,000
Casino Croquet Club Incorporated	2,972
Castle Hill BMX Club	8,000
Central Coast Hockey Association	4,665
Central Newcastle Swimming Club Incorporated	6,310
Central West American Football Association	5,000
Cessnock Tennis Club Incorporated	3,422
Chatswood Golf Club	18,000
Chatswood Gypsies Cricket Club	5,000
Cherrybrook United Netball Club Incorporated	1,000
Chinese Youth League of Australia	1,738
Chipping Norton Baseball Club	5,000
Christian Surfers Australia Incorporated	5,000
Chullora Wolves Soccer Club	2,000
Clarence River Masters Swimming Club	710
Cobargo Amateur Swimming Club	6,000
Coffs Coast Judo Incorporated	4,750
Coffs Harbour and District Golden Oldies Cricket	1,600
Coffs Harbour Comets Junior Rugby League Football	1,800
Coffs Harbour Cycle Club	5,000
Coffs Harbour Rugby League FC	15,275
Colour City Dragon Boat Club	2,068
Colyton St Clair Colts Cricket Club	5,000
Comboyne Tennis Club	3,000
Comets Baseball Club Incorporated	6,432

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Concord Baseball Club Incorporated	7,360
Coogee Beach Dolphins Sports Club	1,600
Coogee Netball Club	3,650
Coogee Surf Life Saving Club	2,000
Coogee United Football Club	4,275
Cooks Hills Surf Lifesaving Club	25,000
Cooks Hill United Football Club	800
Cooma Country Club	10,000
Cooma Gymnastics Club	8,420
Cooma Aquatic Club	3,200
Coonamble Little Athletics Club	2,000
Cootamundra Country Club	6,000
Corindi Red Rock Sports Association Soccer Club	500
Corowa Civic Bowls Club	10,372
Corrimal Rugby League Football	9,000
Country Rugby League	5,000
Cowra Croquet Club	1,000
Cricket Albury Wodonga	5,000
Cudgen Netball Club	2,000
Culburra and District Junior Rugby FC	2,956
Culburra Beach Boardriders Club	7,000
Dapto District Rugby League FC	2,500
Dapto Junior Football Club	2,220
Dapto Little Athletics Centre	25,000
Deaf Football Australia	3,900
Deaf Sports Australia	4,200
Denman Amateur Swimming Club	6,303
Dobroyd Aquatic Club	25,000
Dorrigo Silverspurs and Campdraft and Cutting Association	3,000
Double Bay Sailing Club	1,000
Douglas Park Tennis Club	3,500
Dubbo PCYA	2,000
Dungog Junior Rugby League	3,460
Dungog Memorial Bowling Club	4,830
Dungog Rugby League FC	4,600
East Campbelltown Eagles RLFC	4,000
East Campbelltown Eagles RLFC	15,000
East Lismore Tennis Club	10,000
East Maitland Bowling Club	8,408
East Maitland Junior Rugby League FC	5,000
East Wagga Koorungal Football and Netball Club	25,000
Eastern Suburbs District Rugby Union FC	5,000

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Eastlakes Athletics Centre	17,246
Eastwood Ryde Netball Association	1,950
Eden Rugby League Football Club	6,700
Eglington District Tennis Club	4,000
Emmaville Deepwater Swimming Club	1,920
Emu Plains Cricket Club	5,000
Emu Plains Junior AFL Club	6,547
Engadine Dragons Junior Rugby League Football	4,500
Engadine Gymnastics Club	10,000
Epping Football Club	5,000
Epping Rugby and Netball Club	6,000
Erina Archery Club	7,360
Evans Head Fishing Classic Committee	5,000
Fairfield Liverpool Cricket Association	19,072
Far North Coast Baseball Umpires Association	2,000
Far South Coast Football Association	2,500
Figtree Junior Soccer Club	10,000
Figtree Junior Soccer Club	2,000
Finley Football Club Incorporated	25,000
Football Mid North Coast	1,000
Forbes & District Tennis Club Incorporated	1,932
Forbes Dragon Boat Club Incorporated	4,000
Forbes Netball Association Inc	25,000
Forest Rangers Football Club	10,000
Gadigal Warriors Sporting & Youth Services Club	2,000
Gerringong Tennis Club	25,000
Gilgandra Sporting Club Co-Op Ltd	5,000
Gladesville Ravens Sports Club	21,900
Glenbrook Swimming Club	17,500
Glenmore Park Cricket Club	5,000
Glenmore Park Football Club Incorporated	2,940
Glenmore Park Junior Rugby League Club Incorporated	7,000
Glossodia Cricket Club Incorporated	16,199
Gordons Bay Scuba Diving Club	5,298
Gosford City Soccer Club	20,000
Gosford Rugby Club Incorporated	19,330
Gosford Water Polo Club	2,600
Goulburn Strikers Football Club	2,000
Grafton City Soccer Club Incorporated	3,000
Grafton Dragon Boat Club	2,417
Granville District Soccer Referees Association	2,383
Granville District Soccer Referees Association	1,940

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Granville Waratah Soccer Football Club	6,600
Great Lakes Pearl Dragons	2,400
Great Lakes United Football Club	5,000
Green Point Rovers Soccer Club Incorporated	900
Greenwich Sailing Club Incorporated	16,500
Grenfell Country Club	3,000
Greystanes JRLFC Incorporated	23,050
Griffith Netball Association	8,349
Gundagai District Services Club	2,380
Gunning Roos Incorporated	9,800
GyMEA Bay Cricket Club	1,670
GyMEA Junior Rugby League Football Club	7,000
Hallidays Point Sports Club	3,668
Harden Murrumburrah Rugby League Football Club	2,500
Hawkesbury District Tennis Association	6,497
Helensburgh Off Road Cycle Club Incorporated	7,500
Helensburgh Tigers Rugby League Football Club	4,000
Hills Barbarians Cricket Club Incorporated	1,930
Hills District Little Athletics Club	11,207
Hills Triathlon Club	4,720
Hornsby District Softball Association	7,700
Hornsby Heights Sports Club	1,800
Hornsby Junior Rugby Union Club	22,000
Hornsby Ku-Ring-Gai & Hills Cricket Coaches Association	2,000
Hornsby Ku-Ring-Gai Basketball Association	3,000
Hornsby Ku-Ring-Gai District Tennis Association	1,000
Hornsby Rockets Ten Pin Bowling	2,000
Hunter District Cycling Club	7,000
Hunter District Cycling Club	9,000
Hunter Hockey Association	2,720
Hunter Simba FC	4,650
Hunter Swim Club Incorporated	1,880
Hunter Valley Masters Cycling Club Incorporated	1,000
Illawarra District Rugby League Football Club Ltd	2,000
Illaroo Football Club	9,210
Illawarra Dragon Boat Club	1,000
Illawarra Dragon Boat Club	4,500
Illawong Menai Cricket Club	9,900
Iluka Rowing & Aquatic Club Incorporated	4,500
Ingleburn Eagles Soccer Club Incorporated	24,275
International Sport Karate Assoc NSW Pty Ltd	12,005
Inverell Little Athletics Centre	1,760

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Inverell Swimming Club Incorporated	115
Jack Newton Junior Golf Foundation	5,000
Jamberoo Cricket Club Incorporated	6,800
Jamberoo Golf Club Ltd	1,316
Jannali Netball Club	2,000
Jindabyne Tigers Cricket Club	14,114
Jingellic Pony Club	1,600
Karuah Rugby League Football Club	17,703
Kawaihae Outrigger Canoe Club Incorporated	1,040
Kemps Creek United Soccer Club Incorporated	20,000
Kempsey Basketball Association Incorporated	3,400
Kempsey Junior Rugby League Club	2,000
Kempsey Swimming Club Incorporated	4,000
Kiama Bowling & Recreation Club Ltd	6,547
Killara Bowling Club Limited	15,000
Killarney Vale Australian Football Club Incorporated	7,000
Kingscliff District Football Club Incorporated	5,000
Ku-Ring-Gai Cubs Junior Rugby League Club Incorporated	4,725
Ku-Ring-Gai Stealers Baseball League Incorporated	4,660
Kyogle Country Endurance Riders Incorporated	2,050
Kyogle Rugby Union Football Club	2,000
Kyogle Track & Trail MTB Club	2,790
Lake Cargelligo District Cricket Association	3,000
Lake Cathie Football Club	4,700
Lake Cathie Tennis Club Incorporated	2,500
Lake Macquarie Crocs Masters Swimming Club Incorporated	6,600
Lansdowne Football Club Incorporated	3,400
Lindfield District Cricket Club Incorporated	5,000
Lindfield Junior Rugby Club Incorporated	11,000
Lismore & District Netball Association Incorporated	13,450
Lismore Richmond Rovers Football Club Incorporated	6,000
Liverpool Basketball Association	5,000
Liverpool City Little Athletics Centre	15,508
Liverpool City Robins FC	5,000
Lloyd McDermott Rugby Development Team	5,000
Lochinvar Rovers Football Club Incorporated	10,000
Lockhart Little Athletics Centre Incorporated	2,353
Lord Howe Island Golf Club	4,000
Lourdes Soccer Club Incorporated	5,000
Lower Clarence Magpies RLFC	5,500
Lower Clarence Netball Association	5,000
Lower Clarence Tennis Association Incorporated	3,680

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Lowland Wanderers Soccer Club	5,924
Macarthur Hockey Association	2,700
Macintyre Warriors Rugby League Football Club Incorporated	25,000
Macksville Ex-Services Junior Cricket Club	10,000
Maclean Golf Club Limited	3,000
Macleay Valley Eagles	5,100
Macmasters Beach Surf Life Saving Club Incorporated	13,250
Macquarie Combined Sports Club Incorporated	17,000
Macquarie Football Limited	2,000
Macquarie Shores Swimming Club	2,877
Macquarie Towns Hot Rod Club Incorporated	3,920
Maitland Basketball Association Incorporated	6,809
Maitland Football Club Incorporated	2,000
Majellan Bowling Club Ltd	8,928
Manly Croquet Club	750
Manly Warringah Athletics Centre Incorporated	20,510
Manly Warringah Basketball Association	17,000
Manly Warringah District Baseball Club Incorporated	5,000
Manly Warringah Gymnastics Club	20,510
Manly Warringah Softball Association Incorporated	920
Mannering Park Amateur Sailing Club Incorporated	2,000
Manning Valley Cycle Club Incorporated	4,280
Manning Valley Kart Club Incorporated	5,000
Manning Valley Rifle Club Incorporated	5,000
Marrar Australian Football & Netball Club	3,500
Marrickville Cricket Club	2,000
Marrickville District Lawn Tennis Club Ltd	24,676
Marrickville Soccer Football Club Incorporated	4,500
Mascot Juniors Rugby League Football Club Incorporated	4,990
Mascot Kings Soccer Club Incorporated	5,500
Merewether Carlton Junior Rugby Club Incorporated	1,760
Merewether Mackerels Winter Swimming Club	3,200
Merrylands Amateur Swimming Club	4,929
Middle Harbour Amateur Sailing Club Incorporated	5,000
Middle Harbour Yacht Club	18,000
Millthorpe Junior Cricket Club Incorporated	5,498
Millthorpe Junior Soccer Association Incorporated	900
Minchinbury Jets Soccer Club Incorporated	15,899
Mingara Athletics Club	25,000
Mingara Coastal Aquatic Swimming Club Incorporated	5,000
Miranda Australian Football Club Incorporated	2,000
Miranda RSL Youth Club Incorporated	2,000

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Monaro Air Rifle Club Ltd	6,336
Monaro Equestrian Association Incorporated	2,750
Moorebank Baseball Softball Club Incorporated	17,928
Moorebank Sports Club Ltd	3,000
Moree Suns AFL Club	2,000
Morisset PCYC	11,795
Morisset United & Junior Soccer Club	4,800
Moruya Soccer Club	2,250
Mosman Croquet Club	25,000
Moulamein Football Netball Club	8,000
Mount Annan Swimming Club	10,647
Mudgee District Junior Cricket Association	7,000
Mudgee District Tennis Club	12,590
Mudgee Dressage Group Incorporated	590
Muirfield Golf Club Ltd	25,000
Mullumbimby Golf Club	1,700
Mullumbimby Tennis Association Incorporated	2,000
Mulwala Football Club Incorporated	15,000
Mungindi Pony Club	4,000
Murwillumbah Football Club Incorporated	2,000
Muswellbrook Netball Association	2,000
Myall Coast Little Athletics Centre	1,695
Narooma Devils Rugby League Football Club	1,020
Narooma Surf Life Saving Club	2,200
Narrabeen Lakes Sailing Club	3,000
Narrabri Touch Incorporated	25,000
Narrandera Imperial Football Club Incorporated	1,720
Nelson Bay Australian Football Club Incorporated	7,000
Nelson Bay Netball Club Incorporated	17,702
Nepean Aquatic Centre Swim Club Incorporated	4,500
Nepean District Football Association Incorporated	2,000
Newcastle & District Softball Association Incorporated	2,200
Newcastle City Archers	7,800
Newcastle City Junior AFL Club	6,956
Newcastle Coalfields Rugby League Referees Association	3,494
Newcastle Cricket Zone Incorporated	25,000
Newcastle Hunter Dragons Abreast Incorporated	1,460
Newcastle PCYC	2,000
Newcastle Pistol Club Incorporated	22,856
Newcastle Rowing Club Incorporated	250
Newington Soccer Club	5,487
Newtown Breakaways	5,700

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
North Rocks Carlingford Little Athletics Centre	4,586
North Steyne Surf Life Saving Club Incorporated	3,500
North West Football Club Incorporated	2,000
North West Sydney Hurricanes District Cricket Club	3,500
Northbridge Football Club	2,000
Northern District Hockey Association Incorporated	5,000
Northern Suburbs Football Association Incorporated	22,340
Nowendoc Tennis Club	2,000
Nowra Athletics Club Incorporated	9,350
NSW Field & Game Association - Cooma Branch Incorporated	650
Oak Flats Swimming Club Incorporated	3,000
Oakville United Soccer Club Incorporated	1,860
Oatley RSL Youth Club Incorporated	10,500
Oatley RSL Youth Club Incorporated	1,690
Oatley Rugby & Sporting Club	5,000
Oran Park Cricket Club	4,600
Orana Aquatic Swimming Club Incorporated	18,000
Orange Cycle & Triathlon Club Incorporated	5,000
Oxley Island Pony Club Incorporated	5,000
Pacific Palms Soccer Club Incorporated	1,000
Pacific Palms Surf Lifesaving Club Incorporated	5,000
Pagewood Botany Football Club Incorporated	2,000
Panania RSL Youth Club Incorporated	6,695
Parkes & District Netball Association Incorporated	5,000
Parklea Soccer Football Club Incorporated	7,501
Parkrun Incorporated	2,000
Parramatta City Football Club	25,000
Parramatta Pumas Futsal Club Incorporated	2,000
Peak Hill Pony Club	2,000
Peakhurst United Junior Soccer Football Club Incorporated	4,050
Peel Valley Team Penning Incorporated	5,000
Peninsula Floorball Club Incorporated	8,070
Pennant Hills Australian Football Club Incorporated	4,850
Penrith District Cricket Club Incorporated	5,000
Penrith Junior Australian Football Club	1,200
Penrith Rowing Club Incorporated	4,150
Penrith Swimming Club Incorporated	2,000
Phoenix Softball Club	2,000
Picton Rangers	20,000
Police & Community Youth Clubs - Bateau Bay	5,000
Port Macquarie Golf Club Ltd	5,000
Port Macquarie Maroro Outrigger Canoe Club	2,000

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Port Macquarie Tennis Club Incorporated	9,800
Portland & District Olympic Pool Association	10,000
Pottsville Beach Soccer Club Incorporated	5,000
Primary Soccer	2,000
Prospect United Soccer Club	23,050
Quakers Hill Little Athletics Centre Incorporated	2,795
Quandialla Bowling Club	7,700
Queanbeyan District Cricket Club Incorporated	5,000
Queanbeyan Tigers Australian Football Club	2,099
Queenscliff Surf Life Saving Club	20,290
Raiders Rugby Club Incorporated	4,250
Rainbow Dragons Abreast Incorporated	2,800
Randwick City Football Club	3,050
Randwick Netball Association Incorporated	5,000
Randwick Petersham Cricket Club Incorporated	4,500
Randwick Rugby Netball Club Incorporated	5,871
Raworth Rabbitohs Cricket Club	6,809
Raymond Terrace Athletics Centre Incorporated	5,900
Rebels Netball Club Incorporated	12,500
Recreation Sports & Aquatics Club	2,000
Redfern All Blacks Rugby League Football Club	1,000
Riding for The Disabled Association Upper Hunter Centre	6,284
Ripples Leisure Centre	24,500
River Canoe Club of NSW Incorporated	4,504
Riverina Red Lions Aussie Rules Team	5,000
Riverstone & District Little Athletics Centre	9,900
Riverstone Junior Rugby League Football Club	5,000
Rouse Hill Rangers Football Club Incorporated	5,000
Rouse Hill Sports Club Rams Soccer	725
Royal Motor Yacht Club Broken Bay NSW	5,000
Russell Vale Golf & Social Club Ltd	11,006
Ryde Athletics Centre Incorporated	2,370
Ryde Hunters Hill District Hockey Club Incorporated	11,600
Ryde Panthers Football Club	7,000
Sailability NSW	8,000
Sailing for Everyone Foundation	1,699
Sailors with Disabilities Incorporated	20,000
Sailors with Disabilities Incorporated	5,000
Sans Souci Sea Devils Swim Club	2,000
Sapphire Coast Netball Association	2,500
Saratoga Sailing Club Incorporated	20,000
Sawtell & District BMX Club	2,000

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
Sawtell Cricket Club Incorporated	5,000
Sawtell Toormina Junior Cricket Club	3,495
Scone Equestrian Vaulting Team Incorporated	3,433
Scone Football Club	4,000
Seaforth Football Club Incorporated	20,290
Seas The Limit Swim Club	5,000
Shoalhaven City Archers	2,000
Shoalhaven District Football Association	12,500
Shoalhaven United Football Club	7,835
Silver City Swim Club	2,500
Singleton Strikers Football Club	10,000
Softball Campbelltown	24,275
South Coogee Bowling Club Ltd	21,000
South Eastern Junior Rugby League Club	2,700
South Lake Macquarie Amateur Sailing Club Incorporated	5,500
South Newcastle Leagues Netball Club Incorporated	2,000
South Sydney Junior Rugby League Club Ltd	5,000
South West Rocks Dragon Boat Club	6,700
South West Rocks Football Club Incorporated	4,200
Southern Districts Rugby Club Incorporated	23,800
Southern Districts Soccer Football Association	15,034
Southern Highlands Carriage Club	2,589
Southern Highlands Cycling Club Incorporated	2,000
Southern Highlands Endurance Ride Incorporated	7,581
Southern Highlands Netball Association	5,000
Southern Highlands Vaulting Team	6,000
Southern Highlands Vaulting Team	2,000
SSAA Northern Rivers Branch	5,000
St Bernadette's Netball Club	5,450
St Clair Junior Australian Football Club Incorporated	6,090
St Clair Junior Cricket Club Incorporated	7,000
St Clair Netball Club	5,000
St George Australian Football Club Incorporated	9,940
St George Basketball Association	3,500
St George Basketball Association	5,000
St George District Athletic Club Incorporated	5,000
St George District Netball Association Incorporated	881
St George Football Association Incorporated	6,000
St George Sutherland Women's Cricket Club Incorporated	18,500
St Ives Football Club Incorporated	9,100
St Marys Band Club Rangers Football Club Incorporated	5,000
St Marys Convent Football Club	850

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
St Patricks Cricket Club Sutherland	2,000
St Paul the Apostle Junior Rugby League Club	5,000
Starlights Netball Club Incorporated	2,000
Strathfield Croquet Club	2,253
Strathfield Junior Soccer Club Incorporated	5,000
Strathfield Cricket Club Incorporated	6,877
Summer Hill Lakers Netball Club	1,470
Summerland Point Gwandalan Flames Netball Club	1,500
Sun Valley Pony Club	4,000
Super Sikhs Sports & Cultural Association	9,500
Susport	5,000
Sutherland District Cricket Club Incorporated	20,000
Swimming North Coast	2,227
Sydney Cedars Sports Club Incorporated	1,920
Sydney Emeralds Synchronised Swimming Club	2,000
Sydney Hills Football Association	5,000
Sydney Pacific Athletic Club	1,000
Sydney Rangers Football Club Incorporated	3,000
Sydney Shires Cricket Umpires Association Incorporated	2,000
Sydney West Rugby Referees Association Incorporated	2,116
Sydney Women's MLC Rowing Club	7,640
Sydney Youth Dragon & Lion Dancing	5,000
Sydney Zodiacs Incorporated	5,000
Sylvania Heights Community & Youth Club Incorporated	2,200
Sylvania Junior Rugby Club	7,750
Tamworth City Bowling Club Limited	25,000
Tamworth Hockey Association Incorporated	7,000
Tamworth Swans Australian Football Club	895
Tarcutta Touch Association	500
Tathra Australian Football Club	500
Temora Junior Australian Football Association Incorporated	5,500
Tennis Sydney Incorporated	5,000
Tenterfield Junior Rugby League Football Club	5,433
Tenterfield Physical Culture Club Incorporated	2,050
Teralba Amateur Sailing Club	4,428
Terrigal Matcham Holgate Cricket Club Incorporated	2,749
Terrigal Rugby Club Incorporated	2,500
Terrigal United Football Club Incorporated	4,141
The Cheltenham Recreation Club Limited	22,770
The Ice Skating Club of NSW Co-Operative Ltd	25,000
The Lakes Surf Life Saving Club Limited	4,000
The Oaks Horse & Pony Club	1,300

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
The Royal Prince Alfred Yacht Club	25,000
Thelmore Pistol Club Incorporated	2,000
Thirroul Surf Life Saving Club Incorporated	5,000
Thornton Beresfield Rugby League Club	1,230
Thornton Junior Football Club Incorporated	2,024
Thurgoona Football Club Incorporated	3,200
Toronto Baseball Club	2,000
Toukley Gorokan Soccer Club	1,690
Town Rangers Football Club	9,323
Trinity Grammar School Swimming Club	1,330
Trundle Amateur Swimming Club	5,000
Tumbarumba Adult Riding Club Incorporated	4,600
Tuross Head Tennis Club Incorporated	1,000
Tweed Coast Raiders SRLFC	3,410
Tweed Coast Tigers Junior AFL Club	1,225
Tweed Heads & Coolangatta Rowing Club	4,800
Tweed Saints Netball Club Incorporated	4,447
Tweed Trail Horse Riders Club	2,000
Tweed United Football Club	5,000
Tweed Valley Sailing Club Incorporated	5,000
Twin City Croquet Club Incorporated	2,228
Twin Towns Tweed Little Athletics Incorporated	5,000
Twofold Bay Yacht Club	5,000
Ulladulla & Districts Netball Association Incorporated	650
Ulladulla Junior AFL Club	1,849
Ulmarra Show & Campdraft Society	4,000
UNSW Swimming Club	5,000
Uralla Bowmen	2,590
UTS Northern Suburbs Athletic Club Incorporated	25,000
Valley Aquatic Swim Club	5,542
Vostok Volleyball Club	7,670
Wagga Wagga Athletics & Little Athletics Club Incorporated	5,000
Wagga Wagga Cycling Club	5,000
Wagga Wagga Swimming Club	5,000
Wallsend Football Club Incorporated	3,700
Wangi Bowling Club Co-Op Ltd	2,000
Warilla Bowls & Recreation Club	5,000
Warilla Lake South MRLFC	5,000
Warren & District Tennis Club Incorporated	3,300
Waverley Rugby Football & Sporting Club	9,595
Wellington Amateur Swimming Club Incorporated	7,000
Wentworth District Tennis Club	8,651

Grant funding: Local sport program (cont'd)

Organisation	Amount \$
West Pennant Hills Cherrybrook Cricket Club	4,850
West Wallsend Soccer Club	2,700
West Wyalong Amateur Swimming Club Incorporated	5,000
Western Rams Rugby League Incorporated	2,000
Western Rams Rugby League Incorporated	5,000
Western Suburbs Australian Football Club	21,000
Western Suburbs Schoolboys Rugby League Football Club	5,000
Western Sydney Rollers Incorporated	4,029
Wett Ones Swimming Club Incorporated	1,000
White Sox Baseball Club	5,840
Wilson River Pony Club Incorporated	2,900
Wingham Tennis Club	5,000
Wisemans Ferry & Districts Sports Incorporated	600
Wisemans Ferry Bowling Club Ltd	15,000
Wollombi Valley Tennis & Croquet Club	15,770
Wollondilly Junior AFL	12,200
Wollongong Olympic Football Club	20,591
Wollongong United Football Club	15,000
Woodstock Runners	4,000
Woodstock Swimming Pool Incorporated	2,000
Woonona Bulli Junior Rugby League Football Club	1,780
Wyong District Tennis Association	10,165
Yarra Bay Sailing Association Incorporated	13,454
Yass Bowling Club Ltd	9,144
Yass Pony Club Incorporated	5,206
Young Croquet Club Incorporated	3,000
Young Junior Cricket Association	1,000
Young Rugby League Football Club	700
Zone 12 Pony Club	5,000

Access

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This report was published in October 2016
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