



Annual Report

2022/2023

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Acknowledgement of Country

The Office of Sport acknowledges and celebrates the Traditional Custodians of the lands and waters of NSW where we work, live and play.

We pay our respects to Elders past and present, and recognise their strengths, knowledge, and continuing connection to Country.

Artwork
"Jennebe"
By Jasmine Sarin

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31 October 2023

The Hon. Stephen Kamper, MP
Minister for Sport

52 Martin Place
SYDNEY NSW 2000

Dear Minister,

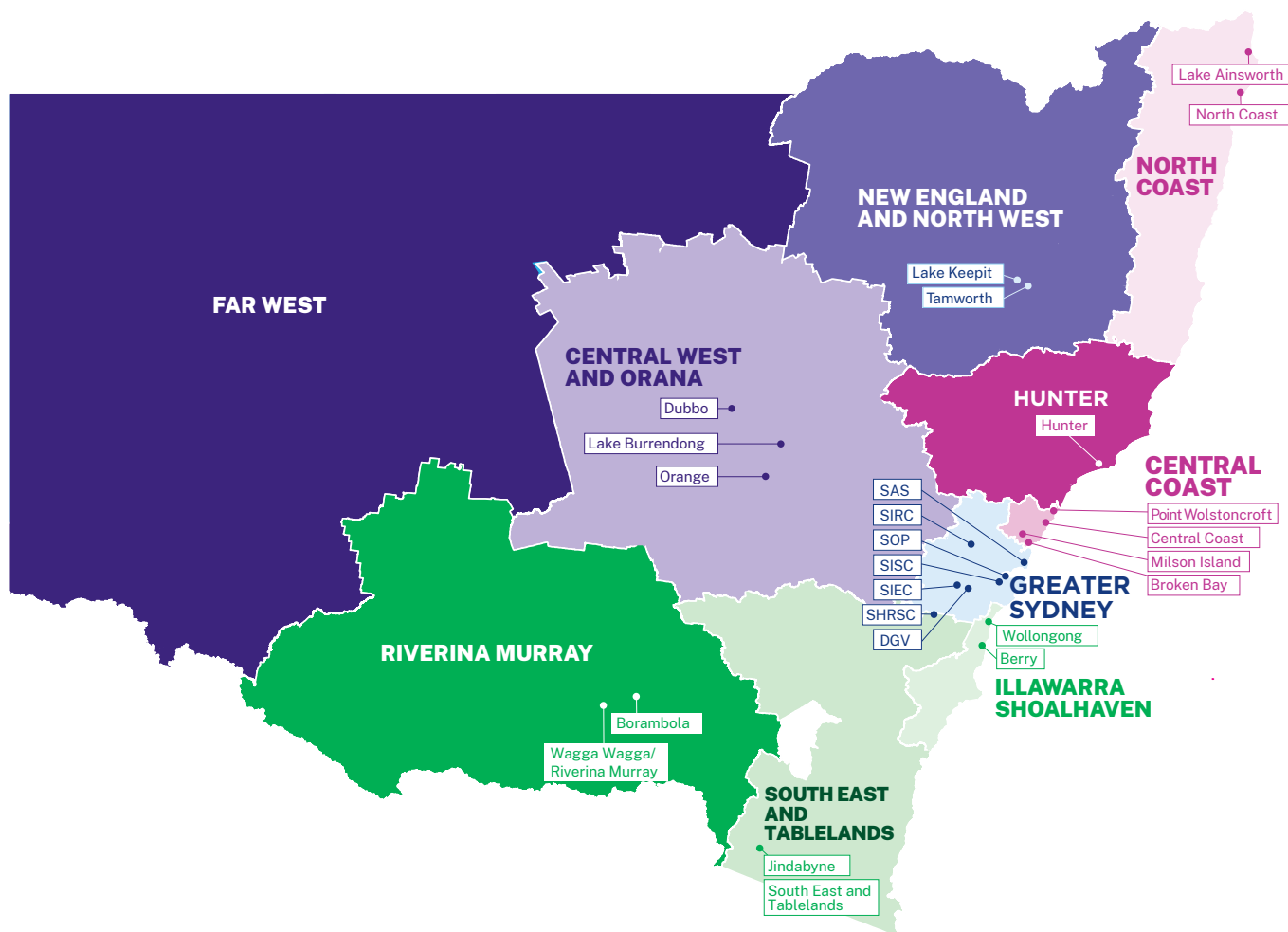
I am pleased to submit the 2022/2023 Annual Report of the Office of Sport to you for presentation to the NSW Parliament.

This report includes the operations and performance of the department, together with the financial statements for the period 1 July 2022 to 30 June 2023.

It has been prepared in compliance with the provisions of the *Annual Reports (Departments) Act 1985* and the *Annual Reports (Departments) Regulation 2015*.

Karen Jones
Chief Executive
Office of Sport

Our Locations



| Western Region | Southern Region | Greater Sydney | Northern Region |
|--|--|--|--|
| <p>NEW ENGLAND AND NORTH WEST Lake Keepit Sport and Recreation Centre Tamworth Regional Office</p> <p>CENTRAL WEST AND ORANA Lake Burrendong Sport and Recreation Centre Orange Regional Office Dubbo Regional Office</p> <p>FAR WEST Far West Academy of Sport</p> | <p>ILLAWARRA SHOALHAVEN Berry Sport and Recreation Centre Wollongong / Illawarra Shoalhaven Regional Office</p> <p>SOUTH EAST AND TABLELANDS Jindabyne Sport and Recreation Centre South East Sports Academy South East and Tablelands</p> <p>RIVERINA MURRAY Borambola Sport and Recreation Centre Wagga Wagga / Riverina Murray Regional Office</p> | <p>Sydney Academy of Sport (SAS) Sydney International Regatta Centre (SIRC) Sydney International Equestrian Centre (SIEC) Sydney International Shooting Centre (SISC) Southern Highlands Regional Shooting Complex (SHRSC) Dunc Gray Velodrome (DGV) Sydney Olympic Park (SOP)</p> | <p>CENTRAL COAST Milson Island Sport and Recreation Centre Broken Bay Sport and Recreation Centre Point Wolstoncroft Sport and Recreation Centre Central Coast Regional Office</p> <p>HUNTER Hunter Regional Office</p> <p>NORTH COAST Lake Ainsworth Sport and Recreation Centre North Coast Regional Office</p> |



Chief Executive's Foreword

After two years of pandemics and devastating floods, our mission of building active communities was never more important.

Sport and active recreation continues to move forward and contribute to a stronger NSW – connecting communities and strengthening social networks, while helping to improve both mental and physical health outcomes for participants.

For the first time in a long time, most of our centres enjoyed an uninterrupted year of programs and activities. Our centres hosted more than 360,000 people across the year, from school camps and holiday break and recovery camps, to community sport training and events, accommodation and facility hire. The Milson Island centre even hosted a GWS Giants pre-season training camp, where our staff built a bespoke program for the team using the centre's facilities and its unique river surroundings.

Our venues continued to grow and diversify throughout the year. Staff worked closely with sporting bodies to conduct annual events and develop new programs and content, while in February it was announced that the Office will take over the management of Penrith Whitewater Stadium from

July 1 of this year. This is exciting news for us as we grow our portfolio of venues and continue to look after the legacy of the Sydney 2000 Olympic and Paralympic Games.

There is no doubt that 2022/2023 was the year of Major Events. As part of our commitment to 10 World Cups in 10 Years, NSW played host to 5 events over the 7-month period between September and March. This included the UCI Road World Cycling Championships, the FIBA Women's Basketball World Cup, the ICC T20 Men's World Cup, the United Cup and the World Athletics Cross Country Championships. Excitingly, many regional areas of NSW played host – with the UCI Championship held in Wollongong and the World Cross Country held in Bathurst.

We also focused on Child Safety. As the lead agency for sport in NSW, it is our job to support the sector in ensuring that all sporting communities and environments are a safe place for children. Working closely with the Office of the Children's Guardian, we developed and began the implementation of our first Child Safe Action Plan, focusing on both our own internal policies and processes and our work externally supporting and educating the sector.

Our Shoosh for Kids campaign gained some great momentum across the sector in 2023. In total, 529

participating clubs and associations signed up to the campaign encouraging positive spectator behaviour at children's sport, with great coverage across all media platforms. The campaign plays a key role in our work promoting positive sporting environments, ensuring that our kids continue to have fun, be active and keep coming back to grassroots sport.

Women's sport continued to be a key focus area of work for the Office, with the Her Sport Her Way strategy delivering its fourth and final action plan. A highlight was the InnovateHER series which showcased the innovative programs that have been designed and implemented with grant funding through the Her Sport Her Way program.

A significant amount of funding was injected back into the sector across the reporting year. We facilitated 18 funding programs, including support for those communities impacted by the devastating 2022 floods through the Sports Infrastructure Recovery Fund. The new \$25 million Female Friendly Community Sport Facilities and Lighting Upgrades Fund focused on transforming community sport facilities into safer and more inclusive venues for women and girls, highlighting the continued emphasis on growing women's sport.

On 28 March a new Government was sworn in, and we welcomed Sports Minister, Minister Steve

Kamper. The Office also moved to a new Cluster, joining the Department of Communities and Justice and their portfolio of agencies. Navigating these changes demonstrated our flexibility and adaptability as an Agency, and I am looking forward to the new opportunities it offers in our endeavour to enable everyone to thrive through sport.

As I reflect on the past year, I am immensely proud of what we have achieved. From delivering record breaking major events to funding and supporting first-of-a-kind initiatives, infrastructure and programs that allow more people to access and participate in sport. The above is only a small selection of highlights. I invite and encourage you to explore the pages of this report to learn more and celebrate with us.

As we look ahead to the coming year, I see only more opportunities to shape and champion the future of sport in NSW.



Karen Jones
Chief Executive, Office of Sport

Overview



1

Aims and Objectives

The Office of Sport is the lead NSW Government agency for sport and active recreation. The Office provides the people of NSW the leadership, policies and programs, funding and facilities to maximise the social, health and economic benefits realised through sport and recreation.

Office of the Chief Executive

The Office of the Chief Executive is responsible for providing corporate support and services to divisions and entities across the Office, including human resources, finance, procurement, information management and technology, funding and performance, corporate planning, audit and risk, legal, marketing and communications, and ministerial services.



Policy and Planning Group

The Policy and Planning Group is responsible for the development of strategies that are central to the Office and the sport and active recreation sector objectives, and works with the sector and other sector partners to improve sustainability and performance.

The Policy and Planning Group enhances participation opportunities and experiences in the sport and active recreation sector through collaborative leadership, industry engagement and partnerships, evidence-based policy, infrastructure planning, regulatory functions and program delivery.



Regional Delivery Group

The Regional Delivery Group is responsible for the activation and implementation of the Regional Sport and Active Recreation Plans, working with a broad range of stakeholders across NSW.

In addition to program delivery and provision of support for the sport and active recreation sector through the regional offices, the Regional Delivery Group is responsible for the management of 10 Sport and Recreation Centres and 5 sport venues.



Management and Structure

Chief Executive, Karen Jones, together with Executive Directors Celia Murphy and Adam Berry, form the Core Executive. The Core Executive is the focal group for decision-making and plays a key role in both internal and external policy development as well as the strategic direction of the Office of Sport.

There are 12 Directors that sit below in the next tier of the management structure aligned to their relevant pillars (Office of the Chief Executive, Policy and Planning, Regional Delivery).



KAREN JONES

Chief Executive

As Chief Executive, Karen is responsible for sport policy and strategy, as well as oversight and coordination of sport related advice, services and facilities across the State.

Karen Jones commenced at the Office of Sport in 2017 as the Executive Director of the Sports Infrastructure Group. In that role Karen oversaw the delivery of sport infrastructure across the state.

Prior to joining the Office of Sport, Karen held senior roles with the Department of Planning and Environment, and was involved in the management and assessment of the State's most critical infrastructure projects.



CELIA MURPHY

Executive Director – Policy and Planning

Celia Murphy joined the Office of Sport in April 2020 as Executive Director, Policy and Planning. Celia has 20 years' experience in shaping policy and implementing major reforms at a state and national level. She has a background in regulation, including operational and policy leadership roles.

Prior to joining the Office of Sport, Celia held senior roles with the National Disability Insurance Agency and the NSW Department of Premier and Cabinet.



ADAM BERRY

Executive Director – Regional Delivery

Adam Berry joined the Office of Sport in June 2022 as Executive Director, Regional Delivery. Adam is responsible for the end-to-end operations and management of the network of 10 sport and recreation centres around NSW, 5 sport venues in Greater Sydney, and the implementation of Regional Sport and Active Recreation Plans.

Adam has extensive experience leading teams providing a broad range of public services in NSW, including policing, social services, community housing, public transport and major infrastructure delivery, operations and maintenance.

Prior to joining the Office of Sport, Adam held senior roles with Transport for NSW and the Roads and Maritime Service.

Office of Sport Structure



••••• Reporting relationship

Charter

Agency Structure

The Office of Sport is an executive agency within the Stronger Communities Cluster. The Cluster brings together NSW Government services aimed at achieving safe, just, inclusive and resilient communities. The Chief Executive is the Accountable Authority of the agency and is responsible to the Minister for Sport.

The Office consists of the following core groups and entities:

- Office of the Chief Executive Group
- Policy and Planning Group
- Regional Delivery Group
- Combat Sports Authority
- State Sporting Venues Authority.

Combat Sports Authority

The Combat Sports Authority of NSW (CSA) is established under the Combat Sports Act 2013 (the Act) and is a NSW Government agency for the purposes of any Act. The Authority consists of 6 members appointed by the Minister for Sport and one police officer nominated by the Commissioner of Police. The Authority regulates professional and amateur combat sports in NSW, in accordance with the Act and the Combat Sports Regulation 2014 (the Regulation).

The Office has entered into a service level agreement with the Authority to provide administrative and regulatory support. Roles in the Office have been delegated functions of the Authority, including granting combatant, industry participant and promoter registration, granting combat sport contest permits, and investigating contraventions of the Act, Regulation and Rules.

State Sporting Venues Authority

The State Sporting Venues Authority (SSVA) was established by the Sporting Venues Authorities Act 2008 to maintain and improve land and facilities. The Office uses the land and facilities under a Service Level Agreement in return for maintenance of facilities.

Reporting

This Annual Report details the activities and performance of the core groups of the Office. The performance of the SSVA and CSA are published in separate annual reports.

Compliance and Governance Structure

The governance framework comprises the frameworks, processes and standards that assist the Office to meet its intended purpose, conform with legislative and other requirements, address risk management and meet the expectations of probity, accountability and transparency. The framework improves performance and efficiency and guides the actions and decisions of all staff.



Strategy



2



Our Mission. To Build Active Communities

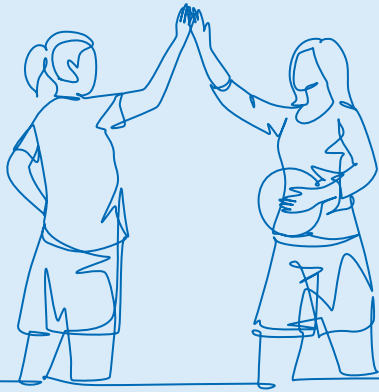
The Office of Sport is the lead NSW Government agency for sport and active recreation. The Office provides industry leadership, policies, programs, funding and facilities to maximise the social, health and economic benefits realised through sport and recreation.

Three years into its current strategic plan, the Office continues to work towards

its mission of building active communities through the key focus areas of participation, places and spaces, sector sustainability and partnerships and investment.

With the current plan set to expire in 2023/2024, a review and update of the Office's strategic plan is now underway to align with the new Government and their strategic priorities.

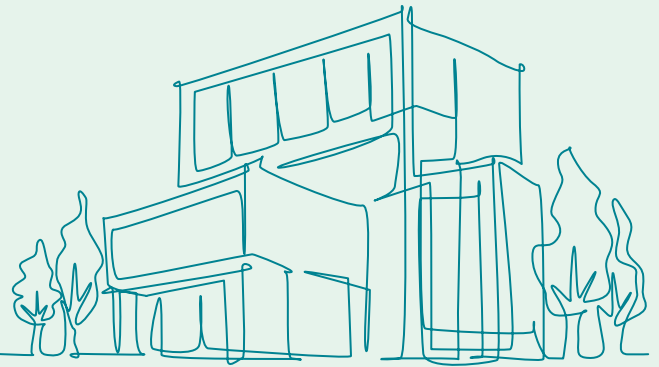
Strategic Focus Areas: Key Highlights 2022/2023



Participation

Everyone in NSW participating in sport and active recreation throughout their whole life.

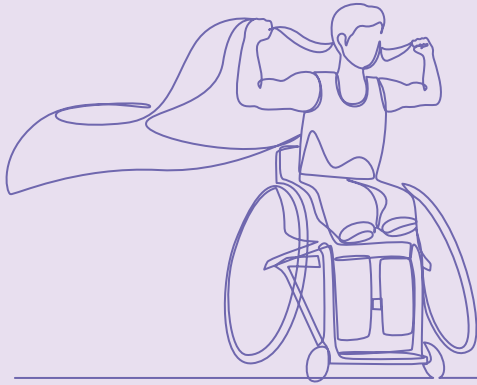
- The Office designed and implemented its first LGBTQIA+ program for regional youth as part of its commitment to encouraging diversity and inclusion in the sport and recreation space. Delivered to 540 secondary students at Monaro and Bega High School, the program was designed to enhance the wellbeing and mental health of geographically isolated LGBTQIA+ young individuals.
- The Illawarra Shoalhaven regional office led a Multicultural, Intergenerational ('M-Int') project, aimed at facilitating active lifestyles among both younger and older persons of diverse cultural backgrounds. The project utilised the Illawarra Shoalhaven's outdoor 'green' and 'blue' space.
- In all government regions, the Duke of Edinburgh's International Award saw an overall increase of 31% in Participant Award completions for the period.



Places and Spaces

Everyone in NSW can access places and spaces for sport and active recreation.

- A new \$25 million Female Friendly Sport Facilities and Lighting Upgrades grant program was introduced to help transform community sport facilities into safer and more inclusive venues for women and girls. Funding was awarded to 94 projects, all of which are expected to be delivered by June 2025.
- Construction of the new Bike Skills Track at Berry Sport and Recreation Centre was completed. The track is designed to accommodate beginner and intermediate/advanced cyclists across all age groups. It is 772m in length and consists of 11 different elements, loops and obstacles.
- The South Sydney Rabbitohs, Wests Tigers, Sydney Roosters, Sydney Swans and NSW Rugby Union Centres of Excellence were all completed. These state-of-the-art facilities will assist each sporting organisation to identify, develop and foster sporting talent and expand their community programs, initiatives and engagement.



Sector Sustainability

The sector continues to grow sport and active recreation across NSW.

- The Office's first Child Safe Action Plan was developed which details how the Office will influence change across the sport and active recreation sector in relation to child safety. Implementation began with some key actions and initiatives already underway.
- Close to \$55 million in funding was provided through the Sport Infrastructure Recovery Fund to those in the sport and recreation sector impacted by the severe weather events that hit the state in early 2022.
- The Office piloted a Data Capability Uplift initiative, working with a selection of small to medium sized State Sporting Organisations, to develop in-house data analysis capabilities. Off the back of this pilot, a generic tool has been developed and will be made available to sporting organisations later this year.



Partnership and Investment

Partnerships and investment in sport and active recreation that maximises the value for everyone in NSW.

- The fourth and final action plan for the Her Sport Her Way strategy was delivered. The plan prioritised the advancement of women leaders in sport, investment in strategic partnerships, and event legacy initiatives to support the FIBA Women's Basketball World Cup 2022 and the FIFA Women's World Cup™ 2023.
- The Office supported the operational planning and delivery of five major events as part of the 10 World Cups in 10 Years initiative. This included the UCI Road World Cycling Championships, the FIBA Women's Basketball World Cup, the ICC T20 Men's World Cup, the United Cup and the World Athletics Cross Country Championships.
- The Office supported the delivery of several lead up events to build hype and celebrate the FIFA Women's World Cup™ 2023. This included the installation of the Unity Pitch at Sydney Olympic Park and delivery of the NSW leg of the FIFA Women's World Cup Trophy Tour 2023™, hosting 9 events across 5 days throughout Sydney, Lake Macquarie and Coffs Harbour.

Operations and Performance



3



Participation

The landscape of sports participation continues to change.

Once perceived as strictly structured and competitive, today sport and active recreation is seen as a vehicle for social interaction and better physical and mental health. There is increasing emphasis on less formal, less competitive forms that are not defined by seasons. Participation can mean anything from being an elite athlete to joining in for the first time.

The Office of Sport works to promote inclusiveness

so everyone can participate regardless of age, ability, gender or background. By broadening people's understanding of participation and adapting to emerging trends, more people in NSW can take part in sport and active recreation and participate throughout their whole life.

The Office achieves this through designing and implementing initiatives to overcome barriers to participation, understanding how changing demographics and lifestyles alter the way everybody participates, and working to drive alignment of pathways with key stakeholders and partners.

Participation Initiatives and Support

Active Kids Voucher Program

The Active Kids program launched in 2018 and aimed to increase participation of school-enrolled children in sport and physical activity. During the 2022/2023 financial year, NSW parents, guardians and carers of school-enrolled children could access up to 2x\$100 vouchers per child to contribute towards the cost of eligible sport and active recreational activities.

The program was popular amongst NSW families, with over 5.4 million vouchers redeemed since the program commenced. In the 2022/2023 financial year, 1,524,658 vouchers were downloaded and 1,247,246 vouchers were redeemed. This equates to over \$124 million in savings for NSW families and support for the sports sector in the reported financial year.

These figures demonstrate a 32% increase in downloads and a 25% increase in redemption when compared to last financial year, which highlights the popularity of the program and its success in re-engaging children and families with structured sport and active recreation post COVID-19.

In June 2023, the NSW Government announced that, from February 2024, the Active Kids program would merge with the Creative Kids program and become means tested. This change will continue to support NSW children's participation in sport while addressing current budgetary restrictions faced by the NSW Government.

To allow time to transition to the new means tested program, a \$50 Active Kids voucher using the current eligibility criteria was introduced for the interim period between 1 July 2023 and 31 January 2024.

First Lap Voucher Program

2022/2023 was the second year of the First Lap program, a voucher program that aims to make water safety education more accessible for NSW families.

Parents, guardians and carers of preschool-aged children (aged 3 to 6) who are not enrolled in school

could access a \$100 voucher to contribute towards the cost of swimming lessons. For the previous financial year, eligibility was extended to include children in kindergarten, in recognition of the significant disruption caused by COVID-19 restrictions on the learn-to-swim journey for these children. This reverted to the originally announced eligibility requirements for the 2022/2023 financial year.

During the 2022/2023 financial year, 143,776 vouchers were downloaded and 111,280 vouchers were redeemed. This equates to over \$11 million in savings for NSW families and support for the swimming sector.

While this demonstrates a 28% reduction in redeemed vouchers compared with the previous financial year, the eligible population reduced by 40% with the removal of kindergarten children. The redemption rate of eligible children increased from 33% in the 2021/2022 financial year to almost 40% in the 2022/2023 financial year.

The Vouchers team continued to work closely with the Multicultural Aquatics Working Group to promote and deliver key messages to multicultural communities and increase voucher uptake within multicultural communities who face greater barriers to participation in swimming lessons.

In June 2023, the NSW Government announced a 12-month extension of the First Lap program from 1 July 2023 at a reduced voucher value of \$50, with a view to considering its long-term future during that period.

Disability Sport Support

Throughout 2022/2023, the Office supported the participation and inclusion of people with disability in sport and recreation through:

- In December 2022, the Office released its new Disability Inclusion Action Plan 2023–2026. The new Plan expresses the Office's commitment to take meaningful actions in addressing barriers preventing people with disability from greater participation and inclusion of people with disability in sport. Key focus areas include attitudes and behaviours, liveable communities, employment, and systems and processes.
- Funding of more than \$4 million to sporting organisations and local sports clubs to improve the accessibility of their facilities and program delivery. This included the provision of funding to support 65 projects specifically intended to improve access to facilities for people with disability, of which 42 projects were directed

at local sports clubs to address barriers to participation for people with disabilities. Seventeen SSOs also received funding to support people with disability

- Providing services and spaces at our centres and venues to support the delivery of specialist programs, activities and events for disability groups and individuals
- Collaborating with the sport and active recreation sector to raise awareness, and support programs and events that encourage participation and inclusion by people with disability
- Supporting the application of inclusive design principles for infrastructure programs and upgrading accessibility features in the Office of Sport's centres and facilities
- Providing training programs and opportunities for staff to play a wheelchair sport to positively influence workplace culture and understanding of people with disability
- Using our staff and external stakeholder communication channels to raise awareness of achievements by people with disability and to promote dates of significance to the disabled community, e.g. International Day of People with Disability
- Continuing to review and update internal and external policies and operational guides to enhance participation by people with disability in sport and active recreation at our venues.

PROGRAMS AND INITIATIVES

Across the year, the Office continued working with state and local sporting organisations to improve participation outcomes, access and program delivery for people with disabilities. The Active Kids program was one such focus, with 44,091 Active Kids vouchers redeemed for children with a disability. The top sports that these children redeemed vouchers for were swimming, football, dance, martial arts and rugby league.

The Office also provided exemptions for a selection of programs so that vouchers could be redeemed for intensive sports programs or camps provided by disability groups. This allowed those children who could not participate in 8 weeks of structured activity to still use their vouchers.

In 2022/2023, 315 participants in the Duke of Edinburgh program undertaking their bronze, silver

and gold awards self-identified as having a disability representing approximately 2% of overall participants.

Also in 2022/2023, the Office of Sport's South East and Tablelands Regional Office continued its support to the Queanbeyan's School as Community Centres (SaCC) to deliver 2 terms of Kindy Gym for a supported learning group. The program is designed to provide extra assistance to young children with diverse needs to develop their strength, coordination, flexibility, balance skills, confidence and social skills in a bright, fun and safe environment. The program allows these children to engage in challenging and rewarding opportunities, to make mistakes and try again, as well as opportunities to succeed.

CENTRES AND VENUES

The Office's sport and recreation centres and Olympic venues also continued to provide services and spaces to support specialist programs, activities and events to be delivered.

Across the year, our centres and venues were booked or hired out to run programs and events catering to disability groups with diverse needs. At the Jindabyne Sport and Recreation Centre, Disabled Winter Sports Australia based its Snow Sport programs during the winter season and Cerebral Palsy Alliance ran several programs including its annual Koozie Climb in February. At the Sydney Academy of Sport in Narrabeen, the centre was used for wheelchair sports competitions and holiday camps for people and children with disability, while Invictus Australia hired the space to run their training camps and selection camps for teams.

In August 2022, the Sydney International Equestrian Centre (SIEC) supported Riding for the Disabled Association (NSW) who held their annual State Dressage Championships, Gymkhana & Mounted Games at the venue. Riders of various levels spent 3 days at the venue competing in several Equestrian events including a Gymkhana Gala and Dressage Championship. The SIEC provides an accessible, safe space catering to riders with varied disabilities, ensuring they have an enjoyable experience and successful competition.

In September 2023, the Sydney International Shooting Centre (SISC) supported the NSW Smallbore & Air Rifle Association State Titles which included a visually impaired category. In addition to this, each week the SISC hosts the Exsight Tandems Group, a Target Shooting Club that specialises in vision-impaired shooting for 10m Air Rifle. The SISC prepares an

accessible, quiet and safe place that caters to vision-impaired shooters, personal assistants and guide dogs to participate in competition and training.

EVENTS

During 2022/2023, Sport NSW also commenced the rollout of 8 disability activation days that were funded by the Office in the reporting period of 2021/2022. This initiative provided an opportunity for over 1,200 young people with disability to try a number of modified sports and activities in a supported environment. The activation days were accompanied by a community forum that brought local councils, sport organisations, local disability providers and interested stakeholders together to consider opportunities for people with disability to be engaged in sport. The remaining activation days and community forums will continue to be rolled out in 2023/2024.

The Office of Sport also supported the Wheelchair Sport NSW/ACT annual 10-kilometre wheelchair road race (Oz10k) held on 26 January. The event showcases the calibre of wheelchair athletes and wheelchair racing to the community.

Aboriginal and Torres Strait Islander Sport Support

Sport and active recreation play an important role in Aboriginal and Torres Strait Islander communities and can offer enhanced social, education, health and wellbeing outcomes. For many it can also provide career pathways both on and off the field.

Sport provides an opportunity for the broader Australian community to celebrate the many achievements and successes of Aboriginal and Torres Strait Islander peoples.

The Office is committed to increasing opportunities for participation in sport and active recreation for Aboriginal and Torres Strait Islander people across NSW. The Office currently employs 5 Aboriginal Sports Development Officers in 5 regional locations. Their role is to improve access to sport participation opportunities for Aboriginal and Torres Strait Islander communities. Initiatives the Office delivered in 2022/2023 that assisted this included Active Fests held in Shellharbour, the Far West, Illawarra and Shoalhaven; Active Youth in Shoalhaven, Kelso and Kempsey; and facilitation and training across all regions for Traditional Indigenous Games.

The Active Kids voucher program encourages participation opportunities and access to sport and recreation for Aboriginal and Torres Strait Islander children. In 2022/2023, 86,475 Active Kids vouchers were created for children who identified as Aboriginal and Torres Strait Islander. Of these, 76% of the vouchers were redeemed. The top sports for which they were redeemed were rugby league, swimming, football, dance, gymnastics, netball, Oztag and basketball.

Across the reporting year, funding of more than \$450,000 was provided for sports initiatives for Aboriginal and Torres Strait Islander people. This included funding to support 20 projects specifically intending to increase participation and access for this population group.

One such project was the Girls Making Waves inclusion participation program being delivered by Water Polo NSW, aimed at addressing barriers and providing access to water polo for Aboriginal young people, young people with disability, and their families. Water Polo NSW was awarded \$25,500, delivering 2 initial pilot programs in partnership with KARI in Liverpool and The Cerebral Palsy Alliance in Narrabeen, with a view to expanding programs into regional locations.

In addition to the above funding and voucher programs, in March 2023 the Office established the NSW Aboriginal SSO Network to share stories, resources, programs and opportunities within the sports sector. The Network meets every 2 months and aims to work together to support Aboriginal participation in sport and active recreation across NSW.

Programs for Multicultural Communities

Throughout 2022/2023, the Office continued its engagement and support of people from multicultural backgrounds to participate in sport and active recreation. This included funding, support and strategies to improve access and program delivery.

MULTICULTURAL WATER SAFETY COMMITTEE - ILLAWARRA SHOALHAVEN REGION

The Illawarra Shoalhaven Multicultural Water Safety Committee (ISMWSC) is a community of practice led by the Illawarra Shoalhaven Regional Office. The ISMWSC brings together over 10 distinct partner organisations with a shared interest in delivering targeted water safety initiatives to the multicultural community.

During the year, the ISMWSC coordinated the promotion and delivery of water safety initiatives across the region, including a Surf Life Saving presentation to multicultural young people at Wollongong Harbour in March 2023 and a rock fishing safety day at Shellharbour SLS Club in May 2023.

MULTICULTURAL COMMUNITIES - SPORT GRANT PROGRAMS SUPPORT

Funding of more than \$17.6 million was provided for sports initiatives for people from multicultural backgrounds during 2022/2023.

This included the provision of funding to support 89 projects specifically intended to increase participation and access to people from multicultural backgrounds (\$17,677,431), which included:

- 5 projects relating to new or improved sports facilities (\$17,041,181)
- 71 projects at local sports clubs to address barriers to participation for this group (\$458,962)
- Other projects (\$177,288).

ACTIVE KIDS VOUCHER PROGRAM

Marketing materials were developed for a multi-channel paid marketing campaign, which was rolled out across Western and South-West Sydney between July 2022 and January 2023. Communication and messaging was targeted at those people with multicultural backgrounds to encourage use of the voucher.

In July 2022, the Vouchers team hosted a Local Government Breakfast Forum event which provided local government stakeholders and the Office a chance to re-engage face to face. The forum strengthened relationships with councils representing priority population groups and assisted council staff to implement strategies to break down barriers, promote physical activity and foster inclusivity for all cultural groups.

In August 2022, a resource document was developed to assist multicultural community champions, such as teachers, youth workers and support workers, to make Active Kids vouchers more accessible to children.

FIRST LAP VOUCHER PROGRAM

A suite of resources and communication assets were created specifically for multicultural audiences to assist with communicating information about the First Lap program and encouraging uptake and

redemption of the voucher. This included targeted promotional videos, translated materials including flyers and promotional assets, conversion of existing program materials to plain English, and social media content developed in specific languages and dialects for relevant community channels.

In 2022/2023, the Vouchers team also worked with numerous partners and stakeholders to increase uptake of the First Lap voucher. These included:

- Multicultural Aquatics Working Group to promote and deliver key messages to multicultural communities
- Local Government and Health Districts to support improved access to vouchers and to distribute water safety messages for multicultural communities
- Peak bodies to develop strategies to increase participation in multicultural communities.

ROYAL LIFE SAVING NSW

The Office provided funding to Royal Life Saving NSW in the 2022/2023 financial year of which a portion of approximately \$110,000 was allocated to support and increase safe participation in recreational swimming by multicultural communities.

The activities undertaken were aimed at increasing engagement and education with multicultural communities and promoting inclusivity within aquatic facilities.

AUSTSWIM INCLUSION AND DIVERSITY PROJECT

Addressing the current significant shortage of thousands of swim teachers in NSW, this project was developed to not only increase the number and quality of swimming and water safety teachers but also improve access and equity for people from multicultural communities to become qualified teachers.

Funding of \$30,000 was provided to AUSTSWIM through the Partnership Program to deliver courses for male and female candidates from multicultural and Aboriginal and Torres Strait Island backgrounds, supporting the NSW swimming industry with development of high quality and professional teachers from multicultural backgrounds.

The project had a target of 50 new swimming and water safety teachers and focused on the regional

areas of Albury, Coffs Harbour, Griffith, Auburn, Dubbo, Newcastle, Broken Hill, Emerton and Wollongong.

HOCKEY NSW

Hockey NSW was funded \$25,500 for the Hockey5s program to be delivered across Regional NSW and Metro areas to increase women's and girls' participation across NSW, particularly targeting new players, including from multicultural communities, First Nations and Torres Strait Island and people with all abilities. Hockey5s is a fast, exciting, flexible 5-a-side program that can be played on any surface making it a very accessible, inclusive, and diverse format.

INFRASTRUCTURE STRATEGY, PLANNING AND DELIVERY

The Office promoted inclusive facilities, programs and events across infrastructure projects and funding programs to maximise facility utilisation and benefits across the multicultural community.

The Office will develop best practice case studies and guidance in 2023/2024 to further develop our commitment to universal design and improve the sector's understanding and application of effective universal design to achieve improved outcomes across communities.

Regional Academies of Sport

The Regional Academies of Sport directly provide a range of services to talented young athletes across NSW. They work alongside SSOs and NSWIS to provide what is often the only avenue for young, talented, regional athletes to develop within their chosen sport's pathway while remaining in their own community.

There are 11 Regional Academies in total across NSW. Nine of these are operated as independent incorporated organisations governed by volunteer boards of directors. The remaining two – South East Sports Academy and Far West Academy of Sport – are managed by the Office of Sport as an interim arrangement.

In 2022/2023 the Regional Academies continued their important work supporting talented and aspiring athletes, including the delivery of 99 sport and athlete development programs to 2,626 talented young athletes, involving 407 coaches.

The Office also continued its funding and support to the network of 11 Regional Academies of Sport

across NSW, providing a total funding amount of \$5.115 million. This included a one-off allocation of \$1.4 million to provide enhanced services to support regional athletes in the Talent Pathway, looking ahead to national and international events including the 2032 Brisbane Olympics. The Office worked closely with the NSWIS and Regional Academies of Sport on development of the NSWIS Pursu32+ Regional Talent Program to be delivered from 2023/2024.

Local Sport Defibrillator Program

The Local Sport Defibrillator Grant Program is aimed at providing Automated External Defibrillators (AEDs) and associated equipment to NSW sport and recreation facilities and clubs for use in emergencies involving cardiac arrest.

This program is aligned with the objectives of the Office's Strategic Plan, specifically with respect to increasing regular and ongoing participation in sport and assisting the sector and sporting clubs to provide quality service to their members and meet community needs.

A key objective of this year's program was making AED products available to sport and recreation facilities and clubs in NSW, promoting wider access to these devices across the state.

The 2022/2023 program awarded a total of \$501,081 to 129 recipients, providing 191 AEDs for use across 47 sport and recreation types.

Local Sport Grant Program

The Local Sport Grant Program is targeted at grassroots sporting clubs with the aim to increase regular and ongoing participation in sport and active recreation in NSW. Funding from this program helps these clubs provide a quality service to their members and meet the needs of their communities by improving access to sport and enhancing sport and recreation facilities.

This year's program objectives once again focused on increasing participation, particularly in those groups under-represented in sport participation at a grassroots level. A total of \$3.561 million was awarded to 558 sport clubs across 54 sports and over 592 projects. Projects funded included those supporting sport development initiatives, community sport events, sport

Case Study

A netball player in a colorful Indigenous-patterned jersey is shown in profile, holding a red netball. She is wearing a black jersey with vibrant patterns in red, white, and yellow. The background shows a netball court with other players and spectators on bleachers.

Koori Netball Competition

Beginning with only 9 teams at the inaugural event in 1999, the Koori Netball Tournament has now been running for more than 20 years. The Koori Netball Tournament returned in 2022 after a 2 year break due to COVID-19 restrictions.

Despite the impact of flooding on many communities, particularly in the north of the state, the 2022 Tournament attracted 80 teams from Aboriginal communities across NSW who came together to compete in a fun, competitive and inclusive environment.

A community participation event, the Tournament is aimed specifically at increasing participation of Aboriginal women in sport and active recreation.

Hosted in partnership with Charlestown Netball Association, Netball NSW, and the Office of Sport, the tournament features 6 divisions, including women's and mixed for both adults and juniors, and works to foster reconciliation through the inclusion of up to 3 non-Indigenous players on each team.

Netball NSW hosts regional gala days in the lead up to the event, and uses the Tournament as an opportunity to identify 15–17 year olds who may be invited to participate in Talent Identification Pathways programs and begin their journey towards becoming the next big name in Netball.

While the competition is fierce, the Koori Netball Tournament is a community event at its heart, and provides an opportunity for Aboriginal families, friends, and communities to come together to cheer on the teams, encourage people to get involved in sport, and to celebrate the achievements of Aboriginal people.

access projects and facility development.

Holiday Break Camps

Funded through the Office of Regional Youth Children and Young People Wellbeing Recovery Initiative as part of the NSW Government's COVID-19 Economic Recovery Strategy, the Holiday Break camps delivered across 2022/2023 were a continuation of the partnership between the Office of Sport and the Office for Regional Youth.

Camps were delivered to thousands of school-aged children in regional NSW who had been affected by COVID-19 and recent natural weather disasters, such as drought and floods. The camps were run in each of the school holiday periods across the year, consisting of active recreation programs in both residential and non-residential formats.

The funding allocated through the Children and Young People Wellbeing Recovery Initiative allowed participants to attend for free, with their camp fees fully subsidised by the NSW Government.

Activities that formed part of these programs included mountain biking and BMX, stand-up paddleboarding and survival skills, with all activities supervised by qualified instructors. Over the 4 school holiday periods from July 2022 to April 2023, the Office of Sport delivered 27 residential programs for 1,364 participants and 21 day programs for 1,146 participants.

Regional Sport and Active Recreation Plan Implementation

Northern Region

The Northern Region supports the development of active communities in the Central Coast, Hunter and North Coast by planning, coordinating and delivering programs and services through its regional offices located in Ourimbah, Newcastle, Lennox Head, and the Broken Bay, Milson Island, Point Wolstoncroft and Lake Ainsworth Sport and Recreation Centres.

Alongside the programs and facilities provided through the region's sport and recreation centres, in 2022/2023 the Northern Region continued to work with sector partners across its network to facilitate improved opportunities for communities to participate in sport and active recreation. Key activities include the Classrooms to Clubs Connection Program run on the Central Coast in partnership with One Culture Support Services. The program involved the delivery of in-school sessions to students with a disability, club sessions with a partner club, followed by an 'Inclusive Championship' event that provided a non-threatening environment to assist building confidence for participants to engage in ongoing club activities. The program attracted 20 schools and 5 clubs across 125 sessions.

Throughout 2022/2023, the Lake Ainsworth Sport and Recreation Centre continued to be made available to support the temporary housing needs of the Northern Rivers community impacted by the 2021 flood events.

Southern Region

The Southern Region consists of the Illawarra Shoalhaven, South East and Tablelands, and Riverina Murray. It includes the Berry, Jindabyne and Borambola Sport and Recreation Centres.

In 2022/2023, the region consolidated its progress on the identified regional priorities set out in the Regional Sport and Active Recreation plans (2020–2023) aligned with the Office's mission of Building Active Communities.

Across the 3 years, the Illawarra Shoalhaven region delivered 106 initiatives against 7 key priorities, with 2,348 participants attending programs throughout that period. Thirteen webinars were held targeting community sport and recreation coaches, officials, volunteers and administrators, reaching 282 people directly. In the South East and Tablelands, 2,522 participants attended initiatives or programs coordinated by the region across the 3 year period.

A significant highlight of 2022/2023 was the Regional Sport and Recreation conference held over 2 days in Batemans Bay with 62 delegates and 39 organisations in attendance. This conference provided opportunities for the region's sporting and recreational sector to connect, communicate and collaborate. It also represented a strong alignment across all levels of government, particularly regarding opportunities to increase participation and

Case Study



LGBTQIA+ Youth Program

In 2022/2023, the Office designed and implemented its first LGBTQIA+ program for regional youth as part of its commitment to encouraging diversity and inclusion in the sport and recreation space.

Delivered to 540 secondary students at Monaro and Bega High School, the program was designed to enhance the wellbeing and mental health of geographically isolated LGBTQIA+ young individuals. Objectives of the program included reducing stigma towards LGBTQIA+ youth in school, increasing physical activity and building social connections.

Funded through the Office for Regional Youth's Children and Young People Wellbeing Recovery Initiative, this program aligned with their focus on improving well-being, connectivity and community connection for marginalized youth in the South East and Tablelands regions. The Office was able to create a safe space and improve social connection through participation in sport and physical activity.

The program was made up of three stages. The first stage consisted of in school sessions run by Twenty10. These sessions covered topics such as understanding the LGBTQIA+ acronym and delving into language and concepts like gender, sexuality, sex characteristics, and identity.

Following the completion of twelve in-school sessions, students who identified as LGBTQIA+ and their allies were extended an invitation to take

part in a three-day residential camp. The camp was designed to promote increased physical activity and facilitate the establishment of social connections among the participants.

Twenty-two young individuals took part in the camp, which included a variety of activities including an Intro to Tennis session delivered by Tennis NSW, a Bushwalking Mindfully program run by Rhonda Barker Psychology, as well as archery and canoeing.

Alongside these activities, program partners Twenty10 hosted informative sessions that not only prompted active engagement but also presented avenues and opportunities for individuals to foster a sense of joy and connection within their own identities. As one participant noted, "camp was fun, sporty and made me feel like I could participate without being judged".

A post-camp survey indicated that 95% of participants made new friends at camp and 71% reported increased confidence and had improved mental health after attending camp.

Following the camp, the Office and Twenty10 provided digital sessions to both Monaro's "Friends of Dorothy" and Bega's "Rainbow" Groups. These follow up sessions continue to bring the young people together to promote social connections, provide an opportunity to ask questions and gain further knowledge on the LGBTQIA+ community.

build active communities.

With a project officer appointed to the region, the Riverina Murray successfully staged Active Youth Festival events in Hay and Narrandera, funded through the Office for Regional Youth. Delivered in partnership with Kit Bag for Kids, Wellways Australia mental health and wellbeing services and local Active Kids providers, the festival provided young people in the region with the opportunity to try out a range of non-traditional sport and active recreation options. The events were a success, with 121 registrants across the 2 weekends.

The Southern Region also hosted some exciting regional programs at its centres, including the LGBTQIA+ program for regional youth staged at the Jindabyne Sport and Recreation Centre in May 2023.

A major highlight for the Southern Region was the staging of the UCI World Road Cycling Championships in Wollongong in September 2022. In particular, its influence on the increase in participation in cycling which saw Cycling Australia mobilise thousands of school-age children via their RideNation program – a program supported through the Wollongong 2022 Legacy Partnership Program administered by the Office of Sport.

Western Region

Spanning over 30% of the state, the Western Region is unique and diverse in its offering. With offices in Orange, Tamworth and Dubbo, staff at the Office oversee and provide community and sector support through the planning, coordination and delivery of programs to improve and build active communities across the regions of Central West and Orana, Far West and New England and North West.

The Office's Sport and Recreation Centres based at Lake Keepit and Lake Burrendong also play an important role in providing access and opportunities for those in the region to participate in outdoor recreation programs.

In 2022/2023, the Office continued to focus on a place-based approach to the diverse communities it serves, supporting activation and enhancement of sport and recreation places and spaces, and connecting through networks and collaboration initiatives.

Throughout the reporting period, the Western Region successfully delivered a variety of programs and

initiatives, including:

- Kelso High School Active Youth Program. A partnership with the Office for Regional Youth, the team worked with Kelso High School to develop and implement a range of opportunities to introduce and connect youth to new sport and recreation activities
- Moree Activation. Focusing on youth, the multi-agency project worked to enable participation in a range of activities within school holiday periods. A highlight was the participation of a number of youth at the Lake Keepit Holiday Break camps
- Active Fest activation days across the region and support of the Dubbo Deadlies team in the NSW Aboriginal Knockout Health Challenge. Increase awareness of the importance of active recreation with the Aboriginal and Torres Strait Islander community.
- Holiday Break camps. Increasing the provision of sport and active recreation services to disadvantaged children through partnership and community development
- Increased utilisation of Active Kids vouchers for children
- The Boggabilla and Toomelah project. Increasing the sport and active participation rate of Aboriginal and Torres Strait Islander youth.

Case Study

Multicultural, Intergenerational (M-Int) Project (Illawarra Shoalhaven)

In 2023, the Illawarra Shoalhaven regional office led a Multicultural, Intergenerational ('M-Int') project, aimed at facilitating active lifestyles among both younger and older persons of diverse cultural backgrounds, utilising the Illawarra Shoalhaven's abundant outdoor 'green' and 'blue' space.

This M-Int project was divided into 3 streams: a Women's Cycling Program, a Community Fishing & Bushcare Program and a Community Wellness, Stand-Up-Paddleboarding & Yoga Program.

All program streams involved a combination of younger and older participants, engaging over 220 participants in total. This included at least 100 culturally and linguistically diverse participants, and 26 First Nations participants.

The project brought together over 30 distinct partner organisations, who were pivotal in assisting the Office to engage target participants in each program stream. The Office received highly positive

feedback from both participants and partner organisations, who noted that the multicultural and intergenerational aspects of the project were extremely valuable in encouraging greater and more sustainable participation in sport and recreation activities.

Since its conclusion at the end of the 2022/2023 financial year, the project has continued to provide opportunities for participation in physical activity within multicultural, intergenerational contexts, including by supporting participants to establish ongoing, self-led programs in affiliation with local sports clubs, or by linking participants to existing physical activity programs operating in the region.

The M-Int Project has provided the Office with a deeper understanding of multicultural communities across the Illawarra Shoalhaven, and the unique barriers to participation that these communities face. These learnings will inform the Office's design and delivery of future projects in the region.



Duke of Edinburgh's International Award

Award Delivery

The success of The Duke of Edinburgh's International Award (the Duke of Ed) continued in 2022/2023 with an overall increase of 31% in Participant Award completions for the period achieved in all government regions. This increase was a result of key strategies implemented to identify and encourage those participants who had previously registered but struggled to complete their Award.

There was also a 16% increase in participant registrations in all regions other than the Riverina Murray (-26%) and New England and North West (-16%). The decreases in participant registrations in the noted areas have been attributed primarily to the resourcing challenges within government schools, other than Central Coast, Hunter and North Coast areas, where decreases have been attributed to other environmental challenges.

Overall, there was a 1% decline in licensed Award Centres, noting that the majority who terminated their agreements continued to struggle with recovery from the pandemic.

The top 5 physical recreation activities were soccer (1,281), netball (908), basketball (873), tennis (792) and swimming (631).

A key initiative implemented across the reporting year to encourage participation in the Duke of Ed program and Award completion was to increase partnership opportunities with 35 local councils actively supporting 215 young people in their Duke of Ed endeavours.

PARTICIPANT REGISTRATIONS

| Level | Registrations 2021/2022 | Registrations 2022/2023 | Variance |
|--------------|-------------------------|-------------------------|-------------|
| Bronze | 9,249 | 10,748 | +16% |
| Silver | 2,362 | 2,922 | +24% |
| Gold | 1,181 | 1,218 | +3% |
| TOTAL | 12,792 | 14,888 | +16% |

AWARD COMPLETIONS

| Level | Completions 2021/2022 | Completions 2022/2023 | Variance |
|--------------|-----------------------|-----------------------|-------------|
| Bronze | 2,979 | 4,105 | +38% |
| Silver | 1,058 | 1,283 | +21% |
| Gold | 586 | 623 | +6% |
| TOTAL | 4,623 | 6,011 | +31% |

REGISTERED AWARD CENTRES

| Award Centre Type | 2021/2022 | 2022/2023 | % Growth |
|--|------------|------------|------------|
| For Profit Organisation | 2 | 3 | +50% |
| Government Schools | 167 | 163 | -2% |
| Non-Government Schools | 221 | 220 | 0% |
| State sporting Organisation | 2 | 2 | 0% |
| Not for Profit (Non-sporting Organisation) | 19 | 19 | 0% |
| Not for Profit (Sporting Organisation) | 4 | 4 | 0% |
| Local Government | 1 | 1 | 0% |
| TOTAL | 416 | 412 | -1% |



Participation Strategy and Planning

Future Champions Strategy

The Future Champions Strategy supports the participation and talent pathways of sport within NSW and our next generation of sporting champions.

Key actions and initiatives delivered in 2022/2023 included:

- Hosting of a Talent Pathway Managers' breakfast and workshop at NSWIS
- Consolidation of the Pathways and Development web pages within the Office's website, including publishing a number of evidence informed, best practice resources for stakeholders
- Delivery of 3 Future Champions Masterclass webinars and aligned resources
 - Positive engagement of parents through a masterclass featuring Sport Psychologist Fiona McCarthy, and the release of 12 new resources for the sector
 - Athlete biological maturation masterclass (featuring Professor Stephen Copley and Dr Shaun Abbott, University of Sydney) and the release of resources and a tool for the sector
 - Psychological strategies and skills for

athletes masterclass (featuring Sport Psychologist Fiona McCarthy) and the release of 4 of 19 resources developed for the sector

- Ongoing guidance to support strategy planning specific to Brisbane 2032 featuring collaboration and partnership between the Office and NSWIS and the Regional Academies of Sport for the NSWIS Pursu32+ Regional Talent Program
- Implementation of the Regional Academies of Sport Pathways Health Check tool, including analysis and insights
- Guest presentations for Sport NSW's Fastrack women's coaching program.

In addition to the above initiatives, direct advice and support was provided to a number of NSW SSOs specific to their foundational and talent pathway levels including Cricket NSW, Basketball NSW, Ice Hockey NSW, Baseball NSW, Water Polo NSW and Tennis NSW. This advice and support included pathway reviews, strategy development, communications, education of stakeholders, delivery at camps, implementation of talent identification processes and research and insights.

Advice and support were also provided to national organisations including the Australian Sports Commission, Australian Institute of Sport, Swimming Australia, Cycling Australia, Surf Lifesaving Australia, and Snow Australia. The Office also contributed to the CSIRO-led Mega Trends in Australian Sport report commissioned and released by the Australian Sports Commission.



Places and Spaces

Fit-for-purpose facilities and infrastructure are vital to increase the number of people participating in sport and active recreation. A network of sport and active recreation infrastructure allows communities to take part in, watch or host sport and community events. This includes community facilities through to large international venues.

The Office of Sport plays an important role in planning, coordinating and optimising sport and active recreation infrastructure so that everyone in NSW can access places and spaces for sport and recreation. This includes facilitation with stakeholders to encourage integration and collaboration, and motivating the provision and funding of infrastructure that supports evolving sport formats. It also focuses on the adoption of affordable and sustainable models to manage the long-term impacts of investment in infrastructure.

The Office operates 10 Sport and Recreation Centres throughout NSW and is responsible for the management of 5 Olympic Sport Venues outside of the Sydney Olympic Park precinct. These facilities play a significant role in enabling physical activity opportunities for people of all ages and abilities.

Sport and Recreation Centres

Summary and Highlights

From Jindabyne in the South to Lake Ainsworth in the North, and Lake Burrendong and Lake Keepit in the West, the Office owns and operates 10 Sport and Recreation Centres across NSW. Centres are also located on the Hawkesbury River, Narrabeen, Borambola and Berry.

These centres provide a wide range of inclusive sport and recreation programs and activities, as well as facility hire and accommodation services, providing important assets to the communities they serve and supporting the Office's vision to connect communities and create healthier people and a stronger NSW.

In the reporting year 2022/2023, utilisation of the centres saw a total of 2,133 events and bookings, resulting in more than 155,000 people participating in centre-based sport and recreation programs, using hire facilities and staying in centre accommodation.

With COVID-19 restrictions no longer impacting capacity and availability, the Office's Sport and Recreation Centres were able to return to normal business operations. Across the year, they played host to the following:

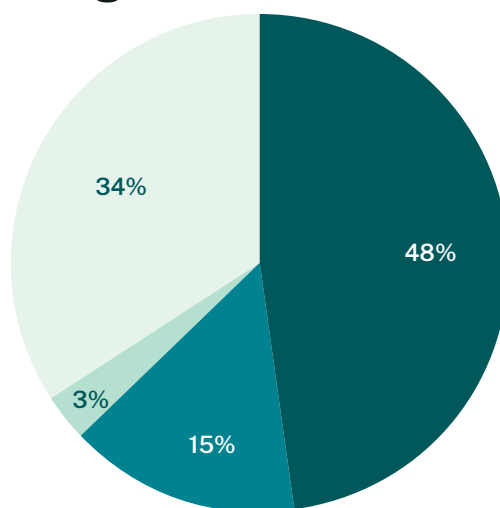
- 1,017 centre-based school camps with over 75,862 participants. These popular and well attended programs provide significant benefits to students by improving the physical, emotional, and social wellbeing of young people across NSW.
- 328 community-based events with over 17,000 participants, allowing a broad spectrum of the community to participate in various programs and activities in numerous settings.
- 723 other bookings, including self-contained accommodation and facility hire, with an approximate attendance of nearly 60,000 people.

Unfortunately, the effects of floods and some local construction in some regions impacted accessibility and the capacity of a few centres. However, the Office was able to develop partnerships to still support access to sport and recreation programs and accommodation.

This included:

- 54 school holiday and Holiday Break programs with 1,684 children and young people enjoying school holiday residential and day camp opportunities. The camps were targeted towards children and young people from regional NSW to increase access to camp-based experiences, particularly for those impacted by COVID-19 and natural weather disasters.
- 11 Recovery Camps for schools impacted by flooding across NSW. These camps commenced in Term 2 and a total of 605 school students participated in these camps.
- The repurposing of the Lake Ainsworth Centre for community housing for most of the year as a result of the flooding in the region. This saw the centre utilized for short term housing in conjunction with the Department of Community & Justice.
- The transition of some of the self-contained accommodation at the Jindabyne Centre to the NSW Teacher Housing Authority and their undertaking construction of the new Jindabyne Primary and Jindabyne High Schools.

Sport and Recreation Centre Bookings



- Residential programs for schools, including Recovery Camps (primary and secondary) – **48%**
- Residential programs for community groups – **15%**
- School holiday camps – **3%**
- Other – self-contained accommodation and facility hire – **34%**

To support positive community outcomes throughout 2022/2023, the Office continued aligning the operations of the centres to the delivery of the Regional Sport and Active Recreation Plans. This alignment continues to enable stronger engagement with local communities and centre stakeholders.

Northern Region

Broken Bay

Broken Bay Sport and Recreation Centre welcomed over 10,000 visitors from across NSW in the reporting year 2022/2023. This included many past clients along with several new clients and diverse user groups keen to experience the centre.

2022/2023 saw the introduction of a new package to support self-led Duke of Edinburgh Award Adventurous Journey programs. The program was developed in response to a need for participants to access land to undertake an essential component of the Award. Groups can access trails and bushland surrounding the Broken Bay Centre and the package includes essential safety equipment for their stay. The package has been well received, with more than 100 participants from 7 schools already taking up the opportunity.

The centre also supported flood recovery efforts by providing school camps for over 200 students from schools in impacted communities in regional NSW as part of a Flood Recovery partnership between the Office of Sport and Department of Education.

Milson Island

Located on the Hawkesbury River, Milson Island Sport and Recreation Centre provides opportunities for schools, community and sporting groups to engage in sport and active recreation activities, including kayaking, canoeing, bike riding and bushwalking.

In addition to its ongoing school camp program, Milson Island hosted numerous sport-specific camps throughout the year, including amateur and professional sporting organisations. Highlights included the GWS GIANTS AFL team and Obilic Basketball Club.

Over 6,000 students from metropolitan and wider NSW participated in school camps at Milson Island over the course of the year. The centre also supported flood recovery efforts by providing school camps for hundreds of students from schools in impacted communities across regional NSW as part of a Flood Recovery partnership between Office of Sport and Department of Education.

Point Wolstoncroft

Point Wolstoncroft welcomed more than 18,000 visitors in 2022/2023 using the centre for a variety of sport and active recreation purposes. The centre hosted 137 primary and high schools from across NSW with students participating in its school sport and active recreation program.

Other users of the centre's facilities and residential packages ranged from disability service groups, sporting teams and associations through to family and community groups. Some of the sport and active recreation groups taking advantage of the unique environment and facilities available at Point Wolstoncroft included Ice Hockey, Rugby League, Triathlon, Sailing, Outrigger Canoes, Surf Life Saving, Sydney Swans, Martial Arts and Hapkido.

The centre also hosted more than 750 teenagers from communities impacted by flood events in 2022 as part of the Holiday Break program.

As part of the Office's NAIDOC week celebrations, the centre also hosted a staff event which included a selection of activities and programs for the staff to learn more about the centre and its connection with Aboriginal and Torres Straight Islander people.

Lake Ainsworth

Following on from the widespread flooding in the region and the resulting shutdown of operations, Lake Ainsworth reopened at the end of August 2022.

For the remainder of the 2022/2023 reporting year, the centre was utilised by the Department of Communities and Justice to provide temporary accommodation for people of the Northern Rivers displaced by the floods. The centre had 35 accommodation units available, which were mostly fully utilised. The residents were provided 3 meals daily and full accommodation, which was coordinated and executed by the Office's local Lake Ainsworth staff.

During this period, the Lake Ainsworth staff delivered recreation activities directly to local schools via a school outreach program. Some also relocated to the Office's other Sport and Recreation Centres to assist with staffing shortages affecting these sites and their capacity to deliver program content to residential clients.

On 18 June 2023, the temporary accommodation

Case Study

GWS GIANTS

In January 2023, the Milson Island Sport and Recreation Centre hosted the GWS GIANTS AFL team as part of their pre-season training camp. The centre was chosen as an ideal location to undergo activities and challenges that the team wouldn't normally do.

Staff at the centre built a bespoke program for the team utilising existing facilities and the centre's unique river surroundings, all with the key objective of team building and better developing a chemistry between the playing group.

The camp was run across 3 days and the team were challenged both physically and mentally through an Amazing Race-style program involving kayaking, canoeing, circuit training and countless cognitive challenges. They were split into small teams and required to problem solve and work together, making quick decisions in competition for points.

The camp provided an opportunity for the centre and staff to design and deliver a program suitable for elite level athletes that can now be modified for amateur level sporting teams as well as community groups and schools.



arrangement ceased, allowing the centre the opportunity to return to business-as-usual operations. A 4-week make-good program was undertaken to return the accommodation to its pre-flood condition, with a view to re-open to the public in July 2023.

Myuna Bay and Morrisset

Throughout 2022/2023, the Office of Sport has continued planning for the development of a new sports and recreation facility at Morrisset alongside the decommissioning and demolition of the Myuna Bay Sport and Recreation Centre.

The Office has focused on identifying the needs of the local region and its community to ensure the new facility supports a healthy connected community through participation in sport and recreation. Consultation with Lake Macquarie Council, in addition to the implementation of a community survey, has helped inform planning for the new facility. The Office will continue to consult with the community as the project progresses.

During the reporting year, the Office also commenced discussions with the NSW National Parks and Wildlife Service to secure tenure for land in the Lake Macquarie State Conservation Area at Morrisset Park to enable the development of the facility.

Planning for the demolition of the Myuna Bay Sport and Recreation Centre was completed during 2022/2023 and a development application was lodged with Lake Macquarie City Council in the first quarter of 2023.

Southern Region

Berry

Following the significant impact of the local bushfires, floods and COVID-19, the Berry Sport and Recreation Centre had two clear priority areas in its recovery journey over the 2022/2023 period.

The first priority was rebuilding the team, including recruitment, training, and supporting new starters. In line with workforce shortages experienced by many industries post COVID-19, the centre farewellled more than 50% of our long-term staff during that period. As part of this workforce rebuild, significant time and energy were also invested into developing a reliable

casual pool of Program, Catering and Services staff.

The second priority for the centre involved re-engaging our customers and ensuring our service delivery continued to be positive, meaningful and relevant. This was particularly important considering the challenging economic environment we continue to operate in. The feedback received from our customers over the 2022/2023 period strongly reflects that this is being achieved.

Overall, the Berry Centre delivered 25,667 participant days over the 12-month period. Of the 137 bookings, 75% were school groups (88% primary school aged); 14% community groups (comprising 26% groups with disabilities and 37% sporting groups including rowing, netball and dancing) and 11% holiday programs. Nine of these holiday programs were fully funded – providing 282 students with the opportunity to step outside of their comfort zones, try new activities, and to connect with others and the environment.

Borambola

In 2022/2023, the Borambola Sport and Recreation Centre delivered over 17,400 active recreation participant days to regional NSW and interstate schools. Further to its school camp program, the centre also partnered with various stakeholders across the year, continuing its focus of building active communities in the region.

The centre partnered with the Office of Regional Youth to deliver over 800 residential Holiday Break program participation days for disadvantaged youth from the Riverina Murray region, and hosted training events for NSW regional academies, schools, and community sports teams.

Continuing its relationship with Brumbies Rugby, the Borambola Sport and Recreation Centre maintained its support of regional athlete player pathways programs by again providing accommodation and training spaces for over 275 athletes and coaches from women's, girls', and boys' rugby talent programs.

Future planning positions the centre as a regional hub committed to the wellbeing of the community and embedding a physical literacy framework focused on developing an individual's confidence, competence, motivation and understanding of physical activity.

Case Study

Berry Bike Skills Track Development

Like many outdoor active pastimes, cycling and mountain biking got many people through the difficulties and challenges of COVID-19 lockdowns. In the southern region, cycling has continued to be a strong focus for many, boosted also by the Illawarra Shoalhaven region recently hosting the UCI World Road Cycling Championships

In line with the Illawarra Shoalhaven Sport and Active Recreation plan priority strategy to leverage regional events, along with the broader objective of encouraging more people to be active and spend time outdoors, the Berry Sport and Recreation Centre has made strong inroads in implementing its all-encompassing Bike Strategy throughout 2022/2023.

One component of this strategy was the design and construction of a new Bike Skills Track, which began in late 2022 and is now complete. Located at the Berry Sport and Recreation Centre, the track is designed to accommodate beginner and intermediate/advanced cyclists across all age groups. It is 772m in length and consists of 11 different elements, loops and obstacles.

The centre will continue to leverage existing partnerships to maximise the use of the track and to encourage participants to learn the skills that will enable them to more confidently explore the increasing number of mountain bike trails and tracks in their local communities.

Jindabyne

Following the impact of COVID-19 on the Jindabyne Sport and Recreation Centre's operations, the centre experienced a high rate of returning schools in their residential programs, as well as strong participant numbers overall across the 2022/2023 financial year.

In addition to its school and holiday programs, the centre is also currently undergoing a transformation into the Sport and Education Sub-Precinct of the Snowy Mountains Special Activation Precinct. This transformation involves several key developments, including the construction of the Jindabyne Education Campus, which is currently underway, and the near completion of the NSW TAFE Connected Learning Centre.

In addition, the National Snow Sports Training Centre has recently opened its doors, providing training facilities for athletes at all levels, and offering access to the wider Jindabyne community. It is envisaged that this centre will play a critical role in building talent pathways for snow sport in Australia.

Off the back of establishing a partnership with NSW Biathlon in 2021/2022, the SSO has now submitted plans for approval to establish a laser biathlon range, criterium cycle/roller ski track and new amenities at the oval precinct. These amenities will be utilised by local and residential schools, and by local community sports groups.

Through successful and strategic partnerships, the Jindabyne Sport and Recreation Centre continues to grow and develop, providing a safe and enjoyable environment for all who utilise the centre's facilities and the broader community.

Western Region

Lake Burrendong

Lake Burrendong Sport and Recreation Centre is a unique facility on the shores of Lake Burrendong, nestled in the Central West Orana region between Orange and Dubbo, welcoming groups from the entire state and beyond.

The centre's operations were particularly active over the 2022/2023 period with over 4,200 students from local and regional communities attending school

camps. These ranged from 1-day to 5-day programs and included activities such as cookout and bivouac, a centre specialty where participants get to cook their own meal in a camp oven over an open fire.

Those enjoying bivouac learn the process of setting up camp and pitching their own tents, enjoying a night under the stars and being surrounded by nature and its pristine silence.

Along with school groups, a variety of community groups were welcomed including sporting club and representative teams, disability support services and arts groups. The centre was also utilised as a training facility for State Emergency Services and Government agencies.

The program team delivered over 260 days of facilitated activities, including archery, archery tag, BMX, mountain biking, canoeing, kayaking, raft building, slip and slide and the centre's unique offering of grass skiing.

Projects that have been completed this year include the replacement of the Recreation Hall flooring, decommissioning of at heights activities, renewing lodge beds and mattresses, installation of solar panels, and kitchen upgrades to support a strong focus on the Office's Food Safety Program.

Lake Keepit

Lake Keepit Sport and Recreation Centre is a leading provider of active recreation programs to school, community, and sporting groups within the Northwest and New England region of NSW.

2022/2023 saw a record number of participants attending the centre for an outdoor recreational experience. Close to 7,300 participants from 159 events engaged in a refreshed program offering, focusing on water-based activities on Lake Keepit as well as mountain biking and the 'Keepit Kommando' mud course.

A highlight for the centre saw the delivery of funded Flood Recovery Camps being offered to schools from the Northern Rivers area that were severely impacted by the recent floods of 2022. Through a collaborative partnership between the Office and the Department of Education, the centre provided 1,179 participants from 18 schools a much-needed opportunity to have fun, socialise and take a mental break from the daily challenges associated with the natural disaster that

Case Study

Lake Keepit and The Armidale School



The Lake Keepit Sport and Recreation Centre and The Armidale School (TAS) have set up a partnership to build resilience and independence of students through a unique progressive Outdoor Recreation program.

The last few years have seen NSW residents faced with several challenges, from natural disasters including drought and flooding through to the COVID-19 pandemic. Each had an impact on their mental, emotional, and physical well-being. As a result, building resilience has become a crucial aspect of maintaining overall health and adapting to life's difficulties. Lake Keepit was approached by TAS to develop a holistic Outdoor Recreation program designed to promote resilience among participants and delivered across their student population from years 2 to 5.

The TAS program integrates various outdoor activities such as hiking, camping, kayaking, and team-building exercises. These activities encourage participants to step out of their comfort zones, fostering a sense of accomplishment and self-efficacy. The progressive program starts with the year 2 students coming to Lake Keepit for an overnight experience and culminates with the year 5 students taking on a challenging five-day, four-night camp, with two of those nights bivouacking under canvas along the foreshores of Lake Keepit.

The program is considered in its design so that no activity is repeated for the students as they progress through the year levels. Students are also required to call upon previous experiences and learned knowledge to apply them as they progress through the program.

2024 will see the first group of students complete the full cycle of the program as the inaugural year 2 students return for the final time in year 5. Feedback from staff at The Armidale School report that the program's impact extends beyond the camp itself. The students are implementing the coping strategies they learned into their daily lives and classroom, leading to an increased overall resilience.

The TAS program demonstrates the transformative potential of outdoor recreation in building resilience among individuals. By combining outdoor activities that place the individual outside their comfort zone with the overnight camp environment, the program provides participants with practical tools and emotional support to navigate life's challenges successfully. The outcomes of the program highlight the significance of nature-based interventions in fostering mental, emotional, and physical well-being, while also promoting a deeper connection to the natural world.

Photo courtesy of The Armidale School

has heavily impacted their local communities.

Projects undertaken at Lake Keepit during 2022/2023 included the decommissioning of the 'at height activities', including returning the sites to their natural states, and improvements to kitchen operations in conjunction with the Office's Food Safety Plan.

Greater Sydney

Sydney Academy of Sport

The Sydney Academy of Sport (Academy) is located on Sydney's Northern Beaches, positioned on the shores of Narrabeen Lakes surrounded by native bushland. The Academy provides a unique environment for residential, school, community, and sports programs, as well as providing facilities for a range of sporting groups from grassroots to elite training. The centre hosts a range of facilities open to the public which provide important participation opportunities for both local and surrounding communities.

Over 22,000 school students from around the state have participated in school programs over the year. In addition, the Academy hosted 3,400 residential community customers, 42,000 sporting focused customers and a significant number of spectators to the various events hosted.

A key project completed in the reporting year was the resurfacing of the athletics' track and multipurpose courts following the damaging floods of 2020 and 2022. These facilities provide important sporting infrastructure to the community and, as a result of the works completed, the athletics' track has now been reopened for school carnivals and public training.

The Academy has focused on increasing its community engagement, working with local schools to operate Saturday sport programs including rugby, soccer, netball, and hockey and local sporting clubs.

Site projects continue to improve the operations of the centre and ensure the health and safety of staff and clients. This includes a motel awning refurbishment, an upgrade of the pool plant room and multiple remediation works to key infrastructure areas.

Olympic Sport Venues

The Office is responsible for the management of several Olympic Sport Venues outside of the Sydney Olympic Park precinct, ensuring a continued legacy for the people of NSW following the Sydney 2000 Olympic and Paralympic Games.

Venue operations have continued to grow and diversify throughout 2022/2023, with the Office working closely with sporting bodies to conduct annual events and develop new programs and content to increase participation and Olympic Venue use.

Following an announcement in February 2023, the Office will takeover the management of Penrith Whitewater Stadium from 1 July 2023, another venue that was built to support the delivery of the Sydney 2000 Olympic and Paralympic Games.

Sydney International Regatta Centre

The Sydney International Regatta Centre (SIRC) has long been considered one of the best rowing and sprint kayak courses in the world, with spectacular views of Penrith Lakes, the Lower Blue Mountains and surrounding parkland. 2022/2023 saw a return to pre-COVID-19 numbers with over 1,970 events taking place. These events hosted 73,475 participants and 63,195 spectators, showcasing the venue's capacity to successfully deliver sport, community and recreational events.

In 2022/2023, several new events were added to the schedule. These included:

- 2023 Sydney Girls High School Regatta
- Redline Western Sydney Games (including cross fit, break dancing, inline skating, triathlon and cycling)
- 2023 Penrith Zone PSSA Cross Country and St Marys District Annual Cross Country Carnival
- Tuff Nutterz (Australia's largest inflatable obstacle course)
- An Afternoon with James Morrison (music/concert event)

Case Study



Scooter Program

Over the course of the year, the team at The Sydney Academy of Sport developed a SCOOT Safe Program to get kids active and engaged in a fun and easily accessible way.

Using the acronym SCOOT to promote key principles of scooter safety, the team designed a program that allows participants to learn more about a new activity that they can engage in safely, easily and in an ongoing capacity after camp.

- S** – Safety first
- C** – Coming to a stop
- O** – Others (be aware of those around you)
- O** – Over the road (principles to cross the road safely)
- T** – Take care

Using a progressive methodology, groups learn the foundational basics of safety, from how to fit their helmet correctly through to how to check if their scooter is safe to ride. Via a series of skills and fun games, participants quickly and easily gain the

basics of scootering.

Students begin their skill development in a structured environment and progress to riding in a realistic environment around the Sydney Academy grounds. This enables practical application of the knowledge and skills. For those that can already ride, the program design includes fun challenges and extension activities available to ensure each participant is supported to participate and develop at their own level.

Scooters were chosen as the foundation of the program as it is a quick and relatively easy-to-learn skill-set, with almost all participants able to ride a scooter. For those that are having challenges or are mobility challenged, there are options such as three-wheeled scooters and other equipment to enable adaptation for all participants.

Customer feedback has been highly positive with many schools looking for a similar opportunity to deliver to their broader school environment.

- 2023 Australian Masters Rowing Championships.
- Little Athletics NSW State Cross Country and Road Walks Championships.

An additional four key international events also featured on the schedule, including:

- IRONMAN 70.3 Western Sydney
- 2023 NSW Rowing Championships
- Paddle Australia Canoe Sprint Grand Prix 2
- 2022 Maritime RobotX Challenge (an international, university-level competition designed to foster student interest in autonomous unmanned watercrafts).

In total across the year, SIRC hosted 43 national, 18 state and 21 regional events, including:

- 19 Rowing Australia camps
- 4 Rowing Australia team selection trials (Rowing Australia Nationals Trials, Senior Selection Trials, Under 19 Selection Trials and Pathways Regatta)
- 1 National Triathlon (Nepean Triathlon)
- 1 National Open Water Swim (2022 NSW Open Water Swimming Championships)
- 8 National Regattas (RNSW Reindeer Regatta, Sydney Rowing Club Regatta, 2023 Rowing NSW Masters Championships)
- 7 National School Regattas (NSW Schoolgirl Head of the River, NSW Schoolboy Head of the River)
- 3 State Dragon Boat Regattas (Dragon Boats NSW State Championships)
- 7 State School Regattas (AAGPS Head of the River, NSW Independent Schools Championships)
- 3 State Regattas (Paddle NSW State Championships)
- 2 State Triathlons (2023 NSW All Schools Triathlon Championships, CSSA Secondary State Triathlon 2023)
- 2 Regional Regattas (2022 and 2023 Sydney University Intercollegiate Regattas)
- 5 School Regional Cross Country's
- 11 Regional Triathlons/Duathlons.

SIRC also continued to provide facilities and opportunities for community activities including the

Sailability program which delivered a number of holiday school programs, eight Come and Try days and 49 regular bookings. Penrith Lakes Environmental Education Centre (PLEEC) also used the facilities, with over 6,252 students visiting the venue across 128 schools, while 44 Parkrun events and 37 community fishing days also took place. SIRC also hosted 691 training bookings with various sporting organisations and clubs including rowing, paddling, swimming, triathlons and dragon boating.

In addition to sporting events, the venue continued to be a favourite to host film and photography shoots including:

- Today Show
- Transfusion with Sam Worthington (aired during this financial year)
- Class of '07 (aired during this financial year)
- Kia advertisement
- Rush (2023 TV series)

Additional visitation to the venue was provided through Lakeside Restaurant and venue functions with 362 bookings including conferences, funerals, weddings and other special events.

Due to previous flood damage dating back to 2022, the full loop pathway was unavailable for use during the reporting year. As a result, no club or state cycling events took place. However, the venue was able to provide modified cycling/running courses for triathlons, duathlons and marathons.

SIRC successfully managed some major venue works projects including a lighting upgrade to the island and the installation of solar panels designed to achieve aggregated energy savings, cost savings and CO₂ reduction. The venue also secured \$3.6 million in the 2022/2023 state budget towards an upgrade to the timing system for competitions.

A new weed harvester boat was procured to help tackle one of the venue's water management challenges and new triathlon matting was purchased and installed to allow for safer entry and exit from lakes during events.

Sydney International Equestrian Centre

Originally developed for hosting the Sydney 2000 Olympic and Paralympic equestrian events, the

Sydney International Equestrian Centre (SIEC) continues to provide facilities for a variety of disciplines across international, national, state, regional, and club level competitions.

The period of 2022/2023 saw the continuation of weather challenges with record high rainfall affecting the venue's business operations.

Despite this, the venue hosted international and national competitions, training and education courses for a multitude of clients, ranging from NSOs to SSOs and other events and activities delivered by horse societies and associations. Customers included Equestrian Australia, Equestrian NSW, Pony Club NSW, Riding for Disabled NSW, and the Showhorse Council of Australia.

In 2022/2023, the venue hosted 5 internationally sanctioned events, 9 national, and 29 state events on the Equestrian Sport Calendar. Key events included:

- Sydney CDI Dressage Event
- National Interschool Championships
- Waratah Show Jumping World Cup
- Summer Showjumping Classic
- Grand National Saddle Horse Championships
- Southern Cross Show Horse Spectacular
- National Pleasure Horse Association
- Australian Arabian National Championships.

In addition, SIEC also hosted a range of broader community participation events across the year, including 11 zone school cross country running events, the Sydney KOI Fish Show and towing education courses. The venue also provided facilities and space for a training activity for the Defence Force and a scene location for a Lego Masters TV film shoot.

Capital works projects completed in the reporting year to continue improving the sport safety, participant and visitor experience at the centre included the completion of rubber matting installed to all stables and an upgrade to lighting in the indoor arena.

During the 2022/2023 reporting period, the Public Works Committee of the Parliament issued the report of its June 2021 inquiry into the upgrade of the SIEC Indoor Arena. Equestrian events continue to be safely hosted in the indoor arena.

The NSW Government has considered the Public Works Committee's report and publicly responded.

The government's response summarises the Office of Sport's actions to address the relevant recommendations.

Sydney International Shooting Centre

The Sydney International Shooting Centre (SISC) continues to support shooting sports from grassroots through to the highest performance levels, maintaining its status as one of the world's premier shooting facilities.

With the addition of 2 more resident clubs in 2022/2023, the centre is home range to 25 resident shooting clubs, 2 schools, and Airforce cadets, who all host regular weekly or monthly club activities/competitions.

In 2022/2023, the Sydney International Shooting Centre experienced a 48% increase in attendance as people returned to the venue after previous COVID-19 affected years. The venue had 27,440 casual and resident club shooters use the facilities to practice their shooting, with an additional 1,489 volunteer staff and 3,306 spectators and visitors coming through the doors across the reporting year.

Key events for the 2022/2023 period included:

- NSW Clay Target Association (American Skeet State Titles)
- Sydney Cup (Rifle)
- Sydney Cup (Pistol)
- NSW Smallbore & Air Rifle Association (State Titles)
- NSW Amateur Pistol Association (ISSF State Titles)
- Cecil Park Clay Target Club (Two Day Skeet Carnival)
- Pattie Dench Cup
- NSW Amateur Pistol Association (Junior Championships)
- Cecil Park Clay Target Club (Easter Monday Down The Line Competition)
- NSW Smallbore & Air Rifle Association (Enduro)
- Combined Metropolitan Pistol Clubs Competitions.

Local events included the monthly Mature-Age Pistol

competitions and Shotgun Clubs hosting monthly competitions.

The Try Shooting program remained an integral part of introducing unlicensed participants to the sport of target shooting under the supervision of experienced range staff. Across 9 months of operation the program grew to 717 participants.

2022/2023 also saw the introduction of a new event to the venue's schedule. The inaugural Pattie Dench Cup, developed out of a partnership between SISC, local resident club Genesys Pistol & Target Shooting Club, and shooting group Girls on Target, was designed to encourage an increase in women's participation in shooting competitions. The event attracted over 50 participants, celebrating women in shooting and honouring ex-Olympian Pattie Dench who presented the medals and gave an inspirational talk to participants and spectators.

Capital works in the reporting year included an upgrade to the shotgun clubhouse, providing shotgun participants additional protection from weather and a central sign in location, and the completion of a new toilet/shower block, improving onsite camping facilities. In addition, SISC installed two new Martelli traps machines into the shotgun layouts to improve customer experience.

During the 2022/2023 reporting period, staffing changes were also made, with a new Venue Manager appointed to oversee both the SISC and Southern Highlands Regional Shooting Complex (SHRSC).

Southern Highlands Regional Shooting Complex

The Southern Highlands Regional Shooting Complex (SHRSC) is a purpose-built sport shooting facility situated in natural bushland in the Southern Highlands. The range accommodates all outdoor shooting disciplines that the Sydney International Shooting Centre is unable to, including 800m, 500m and 50m ranges.

Twelve shooting clubs from the Greater Sydney, Illawarra and Southern Highlands regions regularly use the complex on weekends, all of whom host weekly or monthly club activities/competitions.

In early September 2022, SHRSC undertook a safety and compliance review. Following this review, the complex undertook some upgrades to improve range

operations. During the review the ranges were closed to casual shooters and club bookings across various time periods. The range returned to full operation (all 3 ranges open) in April 2023 for resident clubs, with access for casual shooting returning in May 2023. This closure did impact visitor and participation numbers and in the 6 months of operation, SHRSC hosted 3,412 individual casual and club shooters, 41 volunteers and 103 visitors and spectators – a decrease from the previous reporting period.

The 50m range was the first to re-open for events. SHSRC hosted its first IPSC Pistol event on the 50m range in mid-September, introducing a new pistol discipline to the venue. The event was a success, with over 70 shooters across the weekend. This event has provided a template to allow resident clubs to practice the pistol discipline and opened the venue to a new demographic of shooters.

Precision Rifle NSW was another key partner who also used the venue in 2022/2023, hosting the 2023 Zeiss King of the Hill Precision Rifle Series Match on the 500m Range. The event attracted over 70 top competitors from across Australia and New Zealand, as well as a large number of enthusiastic spectators to the range.

Dunc Gray Velodrome

Originally the track cycling venue for the Sydney 2000 Olympic Games, Dunc Gray Velodrome (DGV) is the only indoor velodrome in New South Wales. It is owned by the City of Canterbury Bankstown Council and its operations are currently managed by the Office of Sport under a 3-year management agreement.

In 2022/2023, the venue continued to host key events such as the NSW Championships for Jnr U19, Elite and Masters and the annual TREK Sydney Cup on Wheels.

AusCycling continues to be based at Dunc Gray Velodrome and uses the facility for training and racing.

The track is also used by NSWIS, Bankstown Sports Cycling Club and other local clubs, with the velodrome infield utilised for roller-skating by the Sydney Roller Derby League.

The Office of Sport is continuing to develop a program of essential works and maintenance to ensure that the building is in a serviceable condition for future years.

Case Study

SISC Blind Shooting Program

Sydney International Shooting Centre (SISC) supports the opportunity for people with disabilities to actively participate in shooting. Every week, SISC hosts the Exsight Tandems Group, a Target Shooting Club that specialises in vision impaired shooting for 10m Air Rifle.

The group is hosted in the venue's 'Final Range' due to its accessibility and the quiet and safe environment it can offer for vision impaired shooters, personal assistants and guide dogs to participate in competition and training.

Participants travel from across Sydney and regional areas, including Inverell, to connect and challenge their precision using an electronic aiming device. Accuracy is guided by a tone system whereby the sound signal tone gets higher as the shooter approaches the centre of the target.

SISC's electronic scoring system supports the efficiency in completing matches, with no need to change paper targets. This allows support staff time to report back scores of their last shot and analyse and prepare for performance improvement.

When competing in postal shoot competitions, matches are instantly uploaded. The Exsight shooters compete in postal shoots around the country and internationally, creating community connection amongst visually impaired shooters globally.

At the September 2022 NSW Smallbore & Air Rifle Association State Titles hosted at SISC, a vision impaired category was added to the 10m Air Rifle Match. Gold and silver medals were won by two members from Exsight.

The provision of a safe, welcoming and accessible venue supports the success of the program. SISC has a lift that connects the main entry to the Finals Range. The centre also offers firearm safes for hire onsite so Exsight members do not have to transport firearms to and from the venue.

Staff at SISC enjoy welcoming the Exsight Tandems Group each week and look forward to providing further opportunities for people with disabilities to participate in shooting.



Infrastructure Funding and Support

Surf Club Facility Program

The Surf Club Facility Program is part of the NSW Government's ongoing commitment to support the upgrade of local Surf Life Saving Club facilities across NSW, recognising the vital role they play in the community.

The Program's objectives for the 2022/2023 round were designed to develop facilities that enable increased facility usage, improve participation numbers, and provide a safe and inclusive space, incorporating best practice design principles, for community groups and/or the public.

In 2022/2023, there were 26 projects awarded a total of \$5.08m in funding. This included improved change room designs, roof replacements and state of the art security technology, as well as contributions for full redevelopments of Surf Life Saving Clubs.

Surf Clubs as far north as Cudgen Headland SLSC, and as far south as Mollmook SLSC, with many Surf Clubs in between, have received funding in this round of the program with the objective of creating fit-for-purpose facilities that will not only benefit the lifesaving volunteer force and surf club users, but also the wider NSW community.

Female Friendly Sport Facilities and Lighting Upgrades Program

The Female Friendly Sport Facilities and Lighting Upgrades Program was a new \$25 million program introduced in 2022/2023 to help transform community sport facilities into safer and more inclusive venues for women and girls.

The program focuses on the revitalisation of sports facilities by providing new and redeveloping existing sport facility bathrooms and change rooms, in addition to supporting the provision of new and upgraded lighting that will enable more women and girls to train and compete in sport in a safe environment.

In 2022/2023 94 projects were successful in receiving funding. All projects are expected to be delivered by June 2025.

National Rugby League (NRL) Centres of Excellence

The NRL Centres of Excellence Program supports the development of integrated high-performance training, administration and community facilities for NSW-based NRL clubs.

Following the completion of the Newcastle Knights and Manly-Warringah Sea Eagles Centres of Excellence in 2021/2022, the South Sydney Rabbitohs, Wests Tigers and Sydney Roosters completed their facilities in 2022/2023.

All projects funded under the NRL Centres of Excellence Program are now complete. The NSW Government contributed \$40 million towards five Centres of Excellence with a combined total project cost of \$112 million. The Office will continue to engage with each club as part of the program insights and evaluation phase in 2023/2024.

In 2022/2023, the NSW Government committed an additional \$113 million towards the delivery of Centres of Excellence for the St George-Illawarra Dragons, Canterbury Bulldogs and Parramatta Eels. Project planning for each facility has commenced with construction of all centres forecast to commence in 2023/2024.

Centre of Excellence Fund

The Centre of Excellence Fund is a \$150 million program supporting the development of integrated high performance training, administration and community facilities aimed at improving talent pathways and community engagement for all sporting codes.

The investment in Centres of Excellence will establish world-leading high-performance sporting infrastructure across the state and provide athletes and community groups with the best opportunity for success. In particular, a key requirement for those receiving funding was the inclusion of dedicated female programs and facilities to improve pathways for women and girls.

In 2021/2022, Round 1 of the Fund resulted in over \$45 million for five projects, including \$15,000,000

to Disability Sports Australia for the Disability Sports Centre of Excellence, and \$12,508,750 to Lake Macquarie Council for the NSW Trampoline Centre of Excellence.

In 2022/2023, Round 2 of the Fund resulted in over \$65 million being awarded to five projects. Projects funded included \$15,000,000 to the Western Sydney Football Club Limited for the Giants Training and Community Centre Upgrade, and \$5,150,000 to Manly Warringah Gymnastics Club for their MWGC Gymnastics and Multi-Sport Centre of Excellence.

Projects are expected to be completed in 2 years from the time funding agreements are executed.

Multi-Sport Community Facility Fund

As part of the 2021/2022 Budget, the NSW Government committed \$200 million to a Multi-Sport Community Facility Fund to be administered over two rounds. The Multi-Sport Community Facility Fund will see development of new and upgraded multi-sport and multi-use facilities, recognising the critical role local sport infrastructure plays in keeping communities healthy, active and connected.

In 2021/2022, Round 1 of the Fund resulted in over \$98 million being awarded to 38 projects. All projects are expected to be delivered by June 2025. In 2022/2023, Round 2 of the Fund resulted in over \$102 million being awarded to 39 projects.

Projects funded through Round 2 of the program included \$5 million to the Mid-Western Regional Council towards a multi-purpose centre at the Glen Willow Regional Sporting Complex, and \$5 million to AFL NSW/ACT towards the University Oval Upgrade to ensure they are appropriate for women's community sport at all levels and able to host elite female AFL matches.

Safe Shooting Program

As part of the 2021/2022 Budget, the NSW Government committed up to \$800,000 to the Safe Shooting Program in the 2022/2023 Budget. The focus of the Program is to increase participation and provide safe, inclusive and accessible shooting environments for local communities.

The Program was opened and closed during the 2022/2023 financial year.

Climate Change Adaptation Project with the Sport and Active Recreation Sector

Grassroot sport has suffered from the recent impacts of climate change with fires and floods impacting community's ability to participate. Making sporting facilities more resilient to the impacts of climate change can minimise future disruptions and encourage our communities to return to participating in sport.

In 2022/2023, the Office, with the assistance of Royal Melbourne Institute of Technology (RMIT) University, completed the Climate Change Adaptation in Relation to NSW Sport Organisations project to address the level of climate action and preparedness in the sport and active recreation sector in NSW.

The project included 5 facilitated workshops with the sector and produced a discussion paper and synthesis report, which included recommendations for the Office to consider.

Penrith Stadium Redevelopment Project

In 2022/2023, the Office, in association with Infrastructure NSW (INSW), further investigated the location and scope of the redeveloped Penrith Stadium. The NSW Government will consider the scope of stadium improvements and seek to achieve planning approval and head contractor procurement in 2023/2024.

Case Study

The South Sydney Rabbitohs Centre of Excellence at the Heffron Centre

The South Sydney Rabbitohs officially opened their \$25.7 million Centre of Excellence in May 2023.

The facility, located at the new \$58 million Heffron Centre at Heffron Park, is the new home of the Rabbitohs National Rugby League (NRL) and future NRL Women's (NRLW) teams, as well as pathway participants. The integrated higher performance training, administration and multipurpose community facility includes:

- Large strength and conditioning gyms
- Medical facilities and recovery spaces (including hot and cold pools and saunas)
- A multipurpose function room and team theatre
- Community classroom
- An NRL standard natural turf playing field
- Administration spaces
- A merchandise store and café.

The Rabbitohs connection with their local community is second to none and the dedicated multi-purpose community facilities at the Centre

of Excellence will facilitate the delivery of Souths Cares programs that will benefit all sections of the community and strengthen the club's bond with their passionate fans.

The Centre of Excellence was jointly funded by the NSW Government (\$8.7 million), Federal Government (\$10 million), South Sydney Rabbitohs (\$4 million) and Randwick Council (\$3 million).

In 2022/2023, the Wests Tigers, Sydney Roosters, Sydney Swans and NSW Rugby Union Centres of Excellence were also completed. The NSW Government contributed \$77 million towards these 4 facilities under the NRL Centres of Excellence Program, NSW Government Centres of Excellence Program and Centre of Excellence Fund.

The state-of-the-art Centres of Excellence will assist each sporting organisation to identify, develop and foster sporting talent and expand their community programs, initiatives and engagement.

The Office will continue to engage with each club as part of the program insights and evaluation phase in 2023/2024.



Asset Management

Key achievements for the 2022/2023 reporting period with respect to the Office's asset management included a number of major projects:

- Stage 2 of the National Snowsports Training Centre at Jindabyne Sport and Recreation Centre was completed, including an enlarged and upgraded strength and conditioning gym for winter snow sports
- Major maintenance work began on Penrith Whitewater Stadium in preparation for transition to NSW Government ownership on July 1 2023
- Installation of solar panel rooftops to 9 Sport and Recreation Centres and 3 legacy Olympic Venues
- A new tenancy fit out for 31 state sporting partners at Sports House.

Across the year, capital works and recurrent maintenance programs totalling \$18,782,056 were also completed for the 10 Sport and Recreation Centres and 4 sport venues.

Portfolio-wide assessments and plans all centres and venues were also undertaken. This included:

- Climate change risk assessments and adaptation plans
- Asbestos and hazardous building assessments and management plans
- Hazardous chemical assessments and management plans.

Strategic Asset Management

The Office optimises the condition and performance of its built assets by:

- Adopting a strategic approach to asset management
- Compiling an asset data resource to better inform asset planning and the asset register
- Developing Capital Investment Plan proposals using life cycle costing models and asset condition surveys

- Managing the capital works programs and asset maintenance programs for Sport and Recreation Centres and Olympic Venues.

Capital works and asset maintenance investment in 2023/2023 consisted of:

- Major capital works projects:
 - National Snowsports Training Centre at Jindabyne Sport and Recreation Centre expended \$3,635,800 from a budget of \$8,249,650 which included contributions from Snow Australia (\$1,500,000) and NSWIS (\$350,000)
 - Penrith Whitewater Stadium expended \$2,961,166 from a budget of \$3,100,000
 - Solar panel project expended \$745,000 from a budget of \$870,000
 - Sports House new tenancy fit out for \$1,057,000
- Minor capital works program across 43 projects for \$6,344,350
- Asset recurrent maintenance program for \$4,038,740.

Insurance works totalling \$1,906,995 were also completed in 2022/2023. There are additional insurance works in progress with an estimated value of \$3,500,000 at 5 centres, which are expected to be completed in 2023/2024. The main causes for the insurance works are due to increased frequencies of climate events and greater damages from flooding, bushfires and severe storms.

In July 2022, the Office submitted the second Attestation Statement and Transition Plan with a Strategic Asset Management Plan to Treasury and Infrastructure NSW as required under the NSW Government Asset Management Policy for the NSW Government Sector. This policy substantially correlates with the Office's own Asset Policy and Strategic Approach to Asset Management adopted in 2017.

Full compliance with the NSW Asset Management Policy is required by July 2024.

The purpose of the Policy is to ensure Government assets support Government service delivery in the most effective and efficient way.

Works completed under the Strategic Asset Management Plan in the programs for asset maintenance and capital works at the centres and venues are detailed in TABLES A, B and C.

TABLE A – Percentage of Maintenance Jobs by Category

| Asset Maintenance | % |
|-------------------|----|
| Planned | 70 |
| Unplanned | 30 |

TABLE B – Amount Expended on Asset Maintenance and Minor and Major Upgrades at Sport and Recreation Centres and Olympic Venues

| Asset Maintenance - Capital Works | \$ |
|-----------------------------------|------------|
| 2015/2016 | 12,738,513 |
| 2016/2017 | 11,314,594 |
| 2017/2018 | 20,204,738 |
| 2018/2019 | 16,239,170 |
| 2019/2020 | 9,324,447 |
| 2020/2021 | 16,385,765 |
| 2021/2022 | 13,054,967 |
| 2022/2023 | 18,782,056 |

TABLE C – Capital Works and Maintenance

| Centre/Venue | Works Completed |
|--|---|
| Berry Sport and Recreation Centre | Designed and constructed Bike Skills Trail. Fire detection system upgraded. Demolition of at-heights activities for new activities in future. |
| Borambola Sport and Recreation Centre | Security upgrades including installation of new fencing. Little Gobba Bridge was demolished and replaced by an alternative pathway constructed above flood levels. Swimming pool refurbishment Stage 2 scoped and designed for construction in 2023-2024. Recommission existing challenge ropes course scoped and design underway with construction planned for 2023-2024. |
| Broken Bay Sport and Recreation Centre | Dining Hall upgraded and refurbished with special diets area. Accessible amenities block constructed adjacent to Dining Hall. Demolished at-heights activity for new activity in future. |
| Jindabyne Sport and Recreation Centre | Finalisation of defects roadworks claim with previous contractor. Construction of a maze program activity. Recommission existing challenge ropes course scoped and design underway with construction planned for 2023-2024. National Snowsports Training Centre Stage 2 gym enlargement and upgrade. |
| Lake Ainsworth Sport and Recreation Centre | New roof to the lakeside conference centre including removal and replacement of asbestos building materials. Installation of new commercial dishwasher for the dining hall and associated construction works. Demolished at-heights activities for new activity in future. |
| Lake Burrendong Sport and Recreation Centre | Design and planning for upgrade of the potable water supply infrastructure finalised for construction in 2023-2024. Fire detection system upgrade designed and contract in place for construction in 2023-2024. Pot washer installed in kitchen. New Kart Track scoped for design and construction in 2023-2024. Demolished at-heights activity for new activity in future. |
| Lake Keepit Sport and Recreation Centre | New mountain bike pump track and fire detection system upgrade finalised. Pot washer machine installed in kitchen. Demolished at-heights activity for new activity in future. Commando/mud run course designed ready for construction 2023/2024. |

| Centre/Venue | Works Completed |
|---|---|
| Milson Island Sport and Recreation Centre | Playing field upgrade completed. Demolished at-heights activity for new activity construction in 2023/2024. |
| Myuna Bay Sport and Recreation Centre | Centre formally closed in December 2019 and will be demolished and revegetated on receipt of DA. A new Sport and Recreation Centre will be built at Morisset. |
| Penrith Whitewater Stadium | Replacement of Main switchboards. Installation of 92 x New Slalom Obstacles for the Competition Course. Installation of two new sets of slalom course gates. Full conveyor Refurbishment. Installation of new competition course technical and timing infrastructure. Replacement of lower pond gabion wall structure. Refurbishment of existing mechanical pumps. Competition course lighting replacement. |
| Point Wolstoncroft Sport and Recreation Centre | Scoping and preliminary design completed for the replacement of the eastern jetty and eastern boat-shed including a new amenities block and the installation of a new pontoon. Planning consent has commenced with construction to commence in 2023/2024. Demolished at-heights activity for new activity in future. Student lodges' bathrooms and entries upgraded. |
| Sydney Academy of Sport, Narrabeen | Gymnasium roof replacement completed. Dormitory dining hall kitchen compliance upgrade and equipment scoped and design to be completed for construction tender in 2023/2024. Stage 2 of covered Motel walkway completed. Upgrade to boat ramps scoped and designed with planning consent underway for construction in 2023/2024. Demolished at-heights activities for new activity in future. Replaced automated chlorination system at Aquatic Centre. |
| Sydney International Equestrian Centre | Supply and installation of rubber matting to stables (Stage 2) completed. Roads upgrade finalised. Stage 2 lighting in indoor arena contracted and works to be completed in 2023/2024. |
| Sydney International Regatta Centre | Venue Stage 2 external floodlighting to P1 carpark upgraded. |
| Sydney International Shooting Centre | Shotgun range clubhouse upgraded and refurbished. New toilet amenities block and CCTV installed at the shotgun range. |
| Southern Highlands Regional Shooting Complex | Annual planned and unplanned maintenance program completed. |
| Global Portfolio Programs | Annual capital Provisions Program provided plant and equipment replacements at all Centres. Annual recurrent Maintenance Program provided essential planned safety and compliance servicing and unplanned breakdown repairs and replacements at all centres and venues. Solar panel rooftop project completed at 12 Sport and Recreation Centres and legacy Olympic Venues. |

National Snowsports Training Centre

The Office has continued to work with Snow Australia and NSWIS throughout the year to establish the National Snow Sports Training Centre.

Once completed, the Centre will provide a world-leading

training facility for the off-snow daily training of athletes at the pre-elite, development and elite performance levels whilst providing access and services to the broader Jindabyne community.

The Centre will provide indoor acro facilities, a performance gym, administration areas, athlete lounge and learning areas, and an outdoor jump park with two airbag landings.

Case Study

Solar Panels Rooftop Project

The Office is leading the way in greening its asset portfolio through the installation of rooftop solar systems. Via the Office of Energy & Climate Change's (OECC) solar program, technically and financially viable solar PV opportunities were identified across the asset portfolio. Nine Sport and Recreation Centres and 3 legacy Olympic Venues were deemed appropriate to progress investments, presenting annual savings in excess of \$160,000 in bill-savings, 900,000 kWh in energy savings and 673 tCo₂-e in emission abatements.

The Office secured \$870,000 in loan funds from the NSW Government Finance Facility managed by Treasury which will be repaid through energy cost savings over the next six and half years.

One of the technical challenges identified during the design phase was the urgency for the NSW Government to address cyber security risks associated with Solar PV connectivity. Appreciating the challenging risk threat, the Office, in partnership with OECC, established a robust framework for monitoring

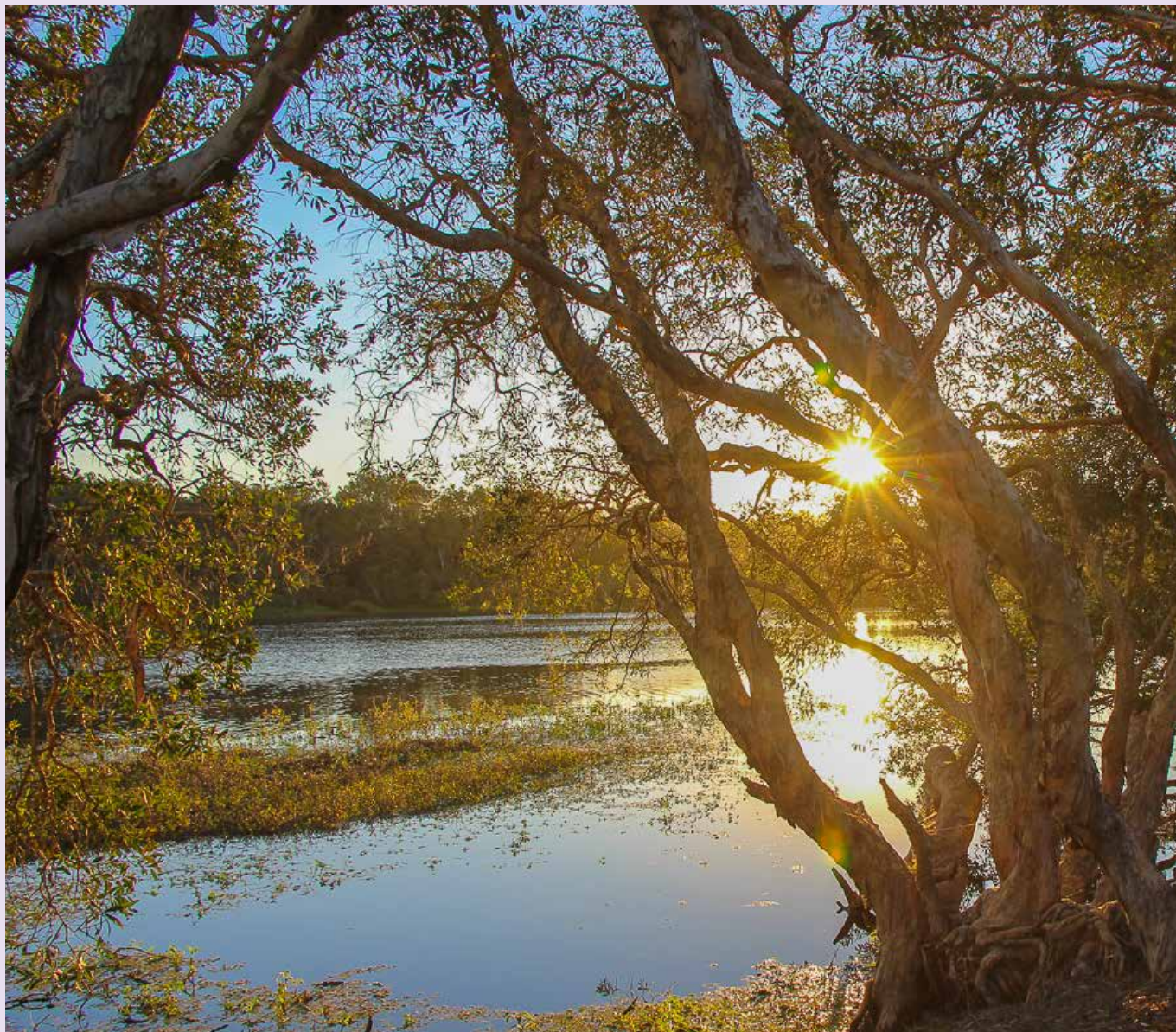
and managing the solar assets in an efficient and cost-effective way.

The Office served as a flagship for solar monitoring and control, achieving commercial validation of the most secure, industrially robust and efficient way of monitoring solar assets for agencies and Treasury.

By adopting this approach, the Office is helping reduce carbon emissions while protecting the investment of NSW taxpayers through a proactive and comprehensive approach to cyber-security. The project demonstrates the power of close collaboration in tackling some of the more challenging aspects owners of connected energy infrastructure face.

With a combined system size of over 640kW, the installations will position the Office to take advantage of emerging renewable technologies such as batteries, and contribute to the NSW Government reducing emissions under Net Zero Plan Stage 1: 2020-2030 and the Government Resource Efficiency Policy.





Sector Sustainability

The sport and active recreation sector delivers valued services to millions of people. The sector includes more than 10,000 providers, ranging from not-for-profit organisations to private operators, with a workforce of close to 500,000, including both paid and voluntary roles.

While diverse, the sector is united in its passion to bring the value of sport and active recreation into people's lives. However, with this comes challenges, particularly in areas such as funding, technology, data, products and compliance requirements.

The Office of Sport supports the sector to meet these challenges and provides the tools to create a fair, safe and inclusive environment so that sport and active recreation can continue to grow in NSW.

Enhancing Sector Capability

Organisational Health Initiatives

The Office continued to support the sector in 2022/2023 through initiatives focused on promoting good governance, well managed financial administration, and sound organisational health aimed at ensuring long term sector sustainability. This included:

- Delivery of 9 governance and financial management webinars to 213 representatives of recognised SSOs and the continued growth of the Office's online library of previous governance and financial management webinars
- Continued development and enhancement of the Running Your SSO resources, including the release of new board evaluation resources.

The SSO Organisational Health Survey was not undertaken in 2022/2023 as its scheduled timing fell during the NSW Government caretaker period prior to the 2023 NSW state election.

The Office continued to collaborate with the Australian Sports Commission on a variety of shared governance issues, including the launch of the National Governance Resource Library. This is hosted by the Australian Sports Commission through the Clearinghouse for Sport, which provides access to governance resources for all levels of sporting organisations.

Child Safe

Child Safe Action Plan

The Child Safe Action Plan 2023–2027 (CSAP) details how the Office will influence change across the sport and active recreation sector in relation to child safety. The plan includes the strategies the Office will take in delivering our own services to children, as well as those we will take with other organisations in the sport and active recreation sector, especially those the Office fund and regulate.

DEVELOPMENT OF THE CSAP

In 2022/2023, the Office undertook development of the CSAP, including broad consultation with the sport and active recreation sector.

This consultation was informed by the Child Safe Sector Engagement Committee, which was established in 2022 to facilitate cooperation, collaboration, and information flow between sector organisations, the Office and the Office of the Children's Guardian (OCG). The Committee is jointly chaired by the Chief Executive of the Office of Sport and the OCG. The consultation included a sector-wide survey which received 1,018 responses.

The plan was approved by the OCG in December 2022 and was published on the Office of Sport's website in late January 2023. Work was already underway in relation to some actions outlined in the Plan before the CSAP was published.

IMPLEMENTATION OF THE PLAN

Development and implementation of the plan is overseen by the Office's Child Safe Steering Committee which comprises all the Office's Core Executive and relevant senior officers.

Highlights of progress made in line with the CSAP during the reporting year of 2022/2023 are set out below.

SUPPORT FOR THE SPORT AND ACTIVE RECREATION SECTOR

The Child Safe Sector Engagement Committee met 5 times in 2022/2023 and included presentations from OCG, the Office, e-Safety Commission, NSW Police, Swimming NSW and Victoria University.

A one-stop-shop webpage with essential child safe information and links to relevant organisations and resources was established and is regularly updated. In 2022/2023 there were 4,812 unique page views across the various Child Safe specific webpages.

The Office's communication channels have regularly promoted information and messages about Child Safeguarding and the Child Safe Scheme, including about the OCG's Child Safe Self Assessment. This included 14 social media posts, 6 articles in newsletters and 8 specific child safe Electronic Direct Messages (EDMs).

Specific communications and messaging regarding

positive sideline behaviour at kids' sport were also promoted through the SHOOSH for Kids' campaign.

The Office provided education and training to sector organisations to support practical implementation of the Child Safe Standards and promoted other resources, tools and training for the sector that are also available, including those from OCG and Play By The Rules.

Five Child Safe Sport e-learning modules have been developed in collaboration with OCG and are aligned with the Child Safe Standards. The first module is for anyone involved in sports, including parents, coaches and officials. The other 4 aim to assist sport committees and leaders to understand and implement the Child Safe Standards in their organisation.

Education highlights in 2022/2023 included:

- The Child Safeguarding and the Law webinar series was launched with 2 webinars that engaged close to 900 registrations
- 3,799 Child Safe Sport eLearning course completions
- 12,848 Play By the Rules eLearning course completions (30% of total completions nationally)
- Monthly average of 5,112 Play By the Rules website interactions (32% of total interactions nationally).

As part of implementing the CSAP, there was also a focus on building capability in sector organisations and staff through delivering 'Train the Trainer' courses in Child Safe Sport training and Member Protection Information Officer (MPIO) training. 'Train the Trainer' course materials are currently under development and stakeholder consultation commenced in 2022/2023. There were 21 MPIO training workshops with 280 participants held in 2022/2023.

Planning also commenced in 2022/2023 on several initiatives and resources aimed at recognising and promoting best practice in Child Safety for children from different cultural backgrounds and abilities with a view for implementation in 2023/2024.

Information about the Child Safe Scheme and the obligations of Child Safe Organisations have been included in all grant program information provided since September 2022. In addition, all funding agreements with SSOs and Regional Academies of Sport now include clauses related to child safe requirements.

In response to the announcement of a change to the administration of the Active Kids voucher scheme to the Department of Customer Service (DCS) from early 2024, the Office facilitated discussions between DCS and OCG about informing providers of child safe requirements as part of its handover activities. The First Lap vouchers will be available until 30 June 2024 under the current arrangements.

The Office's regional offices also had a focus on child safe in their planning across the reporting year. Examples in 2022/2023 included the Illawarra Shoalhaven area where they established a Child Safe Committee involving key representatives from Councils and local sport organisations. They also conducted a Child Safe Development Forum in Kiama attended by 40 people.

OFFICE OF SPORT SYSTEMS AND PROCESSES

The Office's leadership continued to build a child safe culture, improving and maintaining robust systems and processes within the organisation that keep children safe.

The Child Safe Steering Committee endorsed an internal communications plan targeted at all staff to reinforce the importance of child safety and provide regular messages from the Committee. Focussed communications in 2022/2023 included information and promotion of child safe incident reporting and a protocol that was developed regarding responding to requests for information about children.

An audit was undertaken on all roles within the Office of Sport to determine whether they require a Working with Children Check (WWCC). Staff were consulted and role descriptions have been updated to reflect changes.

With respect to policies and procedures, the Office's Probation Policy and Procedure was updated to include child safe questions, along with interview questions for frontline and roles requiring a WWCC. The Office's overarching Child Safe Policies and Procedures have also continued to be maintained, with staff required to familiarise themselves with requirements through regular training.

Child safe training is provided to all staff as part of their induction. An online child safe e-learning module is mandatory for all staff, which covers the Office's child safe framework including policies and procedures and reporting mechanisms. In addition,

Child Safe training was held at each Sport and Recreation Centre throughout the reporting year. Delivered by an external specialist, each Centre participated in a half-day workshop focussing on child safety and reporting avenues.

A new on-line Child Safe Incident Reporting System was introduced and rolled out in 2022/2023 with a comprehensive communications plan for staff. Management of child safe incidents are led by the Director of Human Resources and the Executive Director of Regional Delivery. The Child Safe Steering Committee closely monitors reporting trends and reports this to the Audit and Risk Committee.

Local level site child safe risk assessments were reviewed and compiled into an office-wide Child Safe Risk Register that identifies a range of future controls to mitigate risks.

Planning for the resources and approach for establishing a Youth Advisory Committee also took place in 2022/2023. This Committee will be established to consult with children about the Office's programs, sites, venues and services as well as providing leadership development opportunities.

Also developed in 2022/2023 was an initial process to induct all children attending the Office programs and services and provide information about child safety, behaviour standards and how to make a complaint or raise a concern. Work is underway to develop a consistent contractor induction program and approach across all sites and programs.

Information is available for parents and carers of children attending the Office's programs and services about child safety with a plan for continuous improvement and accessibility of relevant information.

The Office will continue to place a heavy focus on its responsibilities both internally and externally in relation to child safety, with further actions to be implemented from the Plan across 2023/2024.

Education and Support

Coaching and Officiating

Coaching and officiating support continued to be delivered to SSOs by the Office in 2022/2023 through workshops, training courses and networking events.

Training was delivered to 595 participants in total and included:

- 3 presenter and assessor training courses
- 4 mentor training courses
- 2 correspondence training courses
- 5 pathway coaches webinars
- 5 high performing officials webinars
- 6 state coaching directors networking meetings
- 6 state officiating directors networking meetings.

Combined feedback survey results for all workshops, training courses and networking events showed an average attendee satisfaction rating of 99%.

A Mental Health First Aid Training Course was piloted through the Office's coaching network in 2022/2023 which received very positive feedback.

In addition to the work delivered at a State level, the Office also continued to engage with Australian Sports Commission on coaching and officiating initiatives that have national impact.

Member Protection Information Officer workshops

Member Protection Information Officers (MPIO) training is a Play by the Rules course comprising an online theory module as well as an online workshop delivered by the Office.

As part of our education support to the sector, the Office held 21 MPIO workshops attended by 280 participants during the reporting period 2022/2023.

These workshops continue to receive positive feedback from attendees, with over 95% per cent of participants indicating the sessions prepared them well for the MPIO role, and that they are likely to take action in the area of member protection as a result.

Member Protection Information Officers (MPIOs) have an important part to play at all levels of sport by providing information about rights, responsibilities and available options to an individual wishing to make a complaint or raise a concern.

Shoosh for Kids

Following a successful campaign in 2022, the Office once again ran its Shoosh for Kids campaign in 2023, working closely with sector partners, clubs, members and associations across NSW to promote positive spectator behaviour towards children.

The campaign ran throughout May supported by 32 SSOs, including 3 new partners to the campaign – Judo NSW, Equestrian NSW and Rowing NSW.

In total, 529 participating clubs and associations signed up to the campaign, all of them receiving free Shoosh for Kids resources to share the message of keeping sport fun for junior players so they continue to play. Messaging took on a specific theme each week, focusing on the various areas where negative spectator behaviour can have an impact, e.g. refereeing, coaching and volunteers.

Several new pieces of collateral were created during the 2023 Winter campaign to complement the existing suite of assets developed in 2022. These included Instagram selfie frames, ground signage templates, ground announcement scripts and social media content templates.

Additionally, some existing pieces of collateral were updated to provide additional information and support to campaign partners. A major update was made to the Partner Toolkit which was amended to include case studies and practical implementation options.

There was significant positive media coverage of the campaign across print, broadcast and radio, with several major channels and publications carrying stories. The campaign also saw successful engagement across social media channels and the Office's website, with 5,045 unique visitors to the site across the campaign period.

Shoosh for Kids remains an important initiative of the Office in promoting positive sporting environments. It is critical to ensuring that our kids continue to have fun, be active and keep coming back to grassroots sport.

Diversity and Inclusion in Sport Alliance

The Office is represented on the Diversity and Inclusion in Sport Alliance (DISA) which, in late 2022, began the process of reviewing their governance and strategic direction. Under direction from an internal working group, an external provider No2ndPlace was commissioned to conduct a thorough survey of stakeholders to establish community needs in relation to diversity and inclusion so DISA could appropriately align its activities to meet these. This strategic work has continued in 2023 with the DISA secretariat role being undertaken by the Centre for Multicultural Youth.

The Australian Sports Commission now has a representative on the DISA Committee and is involved in DISA operations and strategic development.

The Office continued its partnership with Play by the Rules to support the annual Diversity and Inclusion in Sport Alliance (DISA) Forum held in September 2022. Along with a financial contribution of \$5,000, the Office provided a project management role including event planning and coordination. The forum's theme was Championing Diversity and Inclusion through the Sport Media. Influential sport media guest speakers included Ian Roberts, Tracey Holmes and Charlie King, who discussed the role of media in amplifying diversity and inclusion in sport. The event attracted the largest ever online DISA event participant number with 686 registrations.

Far West Coaches Network

The Western Coach (the Network) is an initiative of the Office to provide access to education and development opportunities across the region without the additional costs and barriers associated with transport. It does this by developing the skills of coaches, parents and athletes through the delivery of webinars and information sessions for sports within the Western Region.

With a focus on supporting volunteers that play a critical role in regional sport activation, the Network connects coaches and provides a platform

Case Study

Active Fest Event and Activities

Throughout 2022/2023, the NSW Government's Community Sport Rebuild and Recovery package continued to support the Active Fest events for communities most affected by COVID-19 lockdowns, including Southwest Sydney and regional NSW.

Active Fest events provided all children from those priority communities with the opportunity to participate in sport and active recreation, regardless of their location, background, or ability.

With a focus on whole-of-community connection, the program engaged 270 different providers, who delivered multi-sport activities across 48 venues in 26 different Local Government Areas. Overall, 7,112 participants attended and experienced the activities provided at these events.

Following the initial program, an additional rollout of an Active Fest Event Series engaged an additional 20 partners and delivered over 200 individual event days. These partnerships delivered events based on ongoing participation, with a focus on including communities and individuals from priority population groups.

An evaluation of the second phase of the program is ongoing, with early indications showing strong value for money and high levels of engagement across the multiple regions. The results from these programs will assist the Office of Sport to better target and invest in areas of need for future initiatives.



throughout the region to share knowledge, ideas, experiences, success stories and receive support from each other.

A particular highlight of the 2022/2023 year included participation in the Future Champions webinar series. Coaches and parents were able to access quality information and guidance to support their young athletes through masterclasses on Understanding Athlete Biological Maturation and Promoting Positive Parental Engagement in Sport.

In addition to the benefits gained from connecting, learning and sharing, the Network has also raised awareness of coach development opportunities and further education provided by local academies such as Northern Inland Academy of Sport and Far West Academy of Sport.

Information and Resource Support for the Sector

In 2022/2023, the Office launched a Data Capability Uplift initiative aimed at assisting small to mid-sized SSOs to develop in-house data analysis capabilities. This initiative was developed because many of these organisations lack data analytics capabilities that would enable them to address challenges such as declining membership, membership retention and other similar things.

To pilot the initiative, the Office worked with 3 SSOs (Volleyball NSW, Swimming NSW and Athletics NSW) to develop membership analysis tools that enabled the organisations to understand membership trends and demographics. Based on this exercise, the team has developed a generic membership analysis tool in Power BI that can be used by any sporting organisation. The tool will be made available to sporting organisations in the latter half of 2023.

Disaster Relief Support

Flood Recovery Programs

Announced in May 2022, the \$55 million Sport Infrastructure Recovery Fund (SIRF) provided much needed financial support to those in our sport and

recreation sector impacted by the severe weather storms and flooding that hit the state of NSW from 22 February 2022 onwards.

In 2022/2023, the SIRF delivered 2 stages of funding.

STAGE 1 – SPORT PRIORITY NEEDS PROGRAM

The Sport Priority Needs Program was a key recovery measure of the SIRF to assist those communities in 8 highly impacted Local Government Areas (LGAs) respond to immediate opportunities to assess, repair, reconstruct and build flood resilience into sport facilities.

Up to \$12 million was allocated to the Sport Priority Needs Program from the SIRF, with a notional funding allocation up to \$1.5 million allocated to each of the 8 eligible councils.

In 2022/2023, \$11.7 million was awarded to 61 projects under the Sport Priority Needs Program, with funding agreements executed with all eligible councils.

STAGE 2 – ESSENTIAL COMMUNITY SPORT ASSETS PROGRAM (ECSAP)

The ECSAP component of the Fund was set up to assist a broader group of communities assess, repair, reconstruct and build flood resilience into sport facilities enabling normal activities to return sooner. This stage comprised an allocation up to \$43 million in funding for eligible community sport infrastructure projects in 74 eligible LGAs that were included in the Australian Government declared natural disasters from 22 February 2022 onwards and 27 June 2022 onwards.

All projects supported under the ECSAP are funded jointly by the Australian and NSW governments.

In 2022/2023, \$36.4 million was awarded to 96 projects under the ECSAP with 92 funding agreements executed.

Regulation

Combat Sports Authority

The Combat Sports Authority of NSW (the Authority) is constituted by the *Combat Sports Act 2013*. The Authority is a NSW Government agency.

Roles within the Office provide secretariat, administrative and regulatory support to the Authority through a service level agreement.

In accordance with the Act and the Combat Sports Regulation 2014 (NSW), the Authority has the following functions:

- Supervise and regulate professional and amateur combat sport in NSW
- Advise the Minister on matters related to combat sports and the Act
- Promote awareness of issues relating to combat sports.

On 30 June 2023, there were 5,562 combatants and 1,271 industry participants and promoters registered under the Act.

The Authority granted 171 permits to hold combat sport contests in 2022/2023.

Combat Sport Industry Advisory Group

The Office acts as the secretariat for a newly established Industry Advisory Group that supports the Authority.

The Group is a non-statutory body established to provide a forum for the regular exchange of information between the combat sports industry, the Authority and the NSW Government including opportunities to:

- Effectively implement government reforms
- Collaborate on initiatives and education campaigns relating to each sector of the industry
- Exchange information about Authority and industry activities, as well as emerging best practice
- Improve industry compliance with legislative requirements and
- Address barriers to improving industry skills and compliance levels.

In 2022/2023, 9 industry representatives were selected as members of the Group following an expression of interest process.

The Group is chaired by the Chairperson of the Authority and met 3 times in 2022/2023.

Motor Vehicle Racing Ground Licensing

The Office, under delegation from the Minister, administers the *Motor Vehicles Sports (Public Safety) Act 1983*. The Office's principal function under this Act is issuing licences that authorise the holding of motor vehicle race meetings at the motor vehicle racing ground specified in the licence.

This licensing function relates solely to the safety consideration of whether the track is suitable for motor vehicle racing, on the advice of one of the 7 sanctioning bodies recognised by the Office.

On 30 June 2023, there were 104 current motor vehicle racing ground licences issued by the Office under the Act.

Major Motor Sport Events Regulation

The *Motor Sports Event Act 2022* is the legislative instrument that enables major motor racing events to take place on public roads and came into effect in April 2022.

Six events were facilitated under the Act during the reporting period, being the Bathurst 1000, Challenge Bathurst, the Bathurst International, Bathurst 12-Hour, Bathurst 6-Hour, and the Newcastle 500.

The Office oversaw the legislative requirements under the Act for the 6 events, working with the event promoters, sanctioning bodies, local government and NSW Government agencies to ensure compliance.



Partnerships and Investment

Partnerships and robust investment decision-making are critical to bringing more resources and expertise to projects, enabling new solutions, and providing more sport and active recreation opportunities.

The Office of Sport has a key role in managing government investments, coordinating partnerships and providing the evidence base to ensure value for money.

By supporting and collaborating with a range of partners to deliver mutually beneficial outcomes, the Office ensures that sport and active recreation continue to contribute towards a broader range of government priorities and create greater benefits for everybody in NSW.

Her Sport Her Way

In 2022/2023, the Office delivered its fourth and final annual action plan containing actions and deliverables for implementing the four-year Her Sport Her Way Strategy (2019–2023).

The Year Four Action Plan prioritised the advancement of women leaders in sport, investment in strategic partnerships, and event legacy initiatives to support the FIBA Women's Basketball World Cup 2022 and the FIFA Women's World Cup™ 2023.

Key actions of the Year Four Action Plan included:

- Investing in women's leadership projects and supporting SSO Boards to achieve inclusive cultures
- Investing in legacy initiatives in NSW for the FIFA Women's World Cup™ 2023
- Continuing the Daughters and Dads Active and Empowered program at Office of Sport sites and supporting delivery of sport-specific programs for Football, Cricket, Basketball and Gymnastics
- Running the fourth annual Her Sport Her Way Awards to recognise and celebrate achievements of women and girls in sport
- Delivering the Her Sport Her Way Trendspotter23 Forum to showcase partnerships that drive real change for women and girls and provide value for investors.

Further actions and initiatives delivered in year four of the strategy are outlined below.

Her Sport Her Way Awards

The fourth Her Sport Her Way Awards were announced on 22 May 2023. The awards recognise and celebrate the achievements of leaders in women's sport and shine a light on gender equity across the sector.

Awards are presented across five categories. This year's winners were a diverse and exciting group, from champion administrators paving the way for future generations through to a trailblazing Paralympian, and a 13-year-old who created her platform to showcase female athletes.

A full list of the award winners are listed below.

CHAMPION

Julie Stafford

Female Engagement, Diversity & Inclusion Manager, Cricket NSW

Maria Nordstrom

CEO, Basketball NSW

YOUNG ACHIEVER

Abbie*

Her Way

*Last name withheld due to winner's age

LOCAL CHAMPION

Anupreet Bedi

Owner/Operator, Swimz Guildford

Pam Abel

Senior Activities Officer, Police Citizens Youth Clubs NSW

OUTSTANDING ORGANISATION

Football NSW

TRAILBLAZER

Suzy Ellis

Tennis Administrator and Coach, Tennis NSW

Hayley Todd

Head of Women's and Schools Football, Football NSW

Ellie Cole OAM

Paralympic Swimmer, Swimming NSW

Trendspotter Forum

More than 180 leaders across sport, corporate, media and government sectors attended the Her Sport Her Way Trendspotter23 forum at the Art Gallery of NSW on 27 June 2023, to explore the latest consumer trends and opportunities shaping investment in women's sport.

At a time where interest and engagement in women's sport is escalating, the forum set about to showcase examples of innovative investment and clever partnerships between brands, media and fans that herald a new era in commerciality for women's sport.

The line-up included 14 speakers from across the sport, media and commercial industries, with keynote presentations from Toby Boon (Director of Strategy

& Client Solutions, Nine), Andrew Condon (Managing Director, Gemba) and Jane Combes (National Head of Strategic Investment and Partnerships, OMD).

Tom Rischbieth, Head of Commercial and Events, Football Australia, delivered a 'live case study in action' highlighting Football Australia's clever collaborations with LEGO Australia, Cadbury, Nike, Rebel, Colette and Smiggle in the context of the Matilda's World Cup journey. In particular, it focused on how these long-term partnerships are getting on board with Football Australia's 50:50 gender participation goal by 2027.

The content delivered throughout the forum highlighted that there has never been a greater opportunity for brands to take advantage of the record crowds and media interest in women's sport and unlock untapped value in the Australian marketplace through investing in women's sport.

Key takeaways from the day included the resounding power of storytelling, the desire for more non-live women's sport content and a push to see brands deliver on social equality.

Daughters and Dads Active and Empowered

The fourth year of the successful partnership with the University of Newcastle saw the continued delivery of the classic weekly program, a condensed weekender program and delivery partnerships with individual SSOs across cricket, basketball, gymnastics and football.

In total, 37 programs were delivered in 2022/2023 to 987 daughters and dads. Thirteen facilitator training courses were run and 135 facilitators were trained.

The football specific version of the program was the largest individual sport delivery program, designed and piloted in partnership with Football NSW, Northern NSW Football and Football Australia as part of the NSW Football Legacy Program for the FIFA Women's World Cup.

Across the state, 18 football programs were delivered for 333 daughters and 331 dads. In addition, 6 facilitator training courses were held resulting in 69 trained facilitators.

Robust evaluation of the program shows that girls who participate in the Daughters and Dads program benefit holistically. They develop important sport skills to feel competent and confident to engage in sport,

and consequently benefit from the advantages and opportunities this offers them.

Furthermore, the program provides a platform for the girls to learn strategies to develop crucial social-emotional skills for life. Fathers/father figures learn how to be one-on-one coaches for their daughters, develop closer father-daughter bonds and add to the pool of gender equity advocates not only for their daughters but for women and girls in the wider community.

Her Sport Her Way Grants

The Her Sport Her Way Grant program provides opportunities to explore innovative approaches to engage and encourage adolescent girls' participation, address emerging barriers, and improve retention of this age group to realise the long-term benefits from participating in team sport.

In its fourth and final year, the Her Sport Her Way Grant program awarded \$625,280 across 26 projects to increase female participation, leadership and inclusivity.

SSOs benefiting from the funding in 2022/2023 included AFL, Baseball, Basketball, Cricket, Diving, Football, Hockey, Karting, Little Athletics, Motorsports, Netball, Northern NSW Football, Rugby Union, Swimming, Triathlon, Volleyball and Water Polo.

Evaluation of the program undertaken by the University of Sydney's SPRINTER group has found that funding under previous rounds of the program has had a significant positive impact on increasing organisational capability and capacity to design, deliver and evaluate new programs while fostering gender-inclusive cultures and environments.

Sport NSW Female Leadership Program

The Sport NSW Increasing Women on Gender Inclusive Boards initiative is a pilot study funded by the Office aligned with the Her Sport Her Way Strategy objective of increasing the number of women in leadership positions across the sports sector.

Delivered from September 2021 to June 2023, the project resulted in:

- 38 participants from 7 SSOs completing the inclusive boards workshops
- 49 organisations responding to the Gender Benchmarking Survey

Case Study



Showstopper / InnovatHER

More than 100 leaders from across the sport sector attended the Her Sport Her Way Showstopper event at the iconic Bondi Pavilion on Monday 22 May 2023 to celebrate outstanding sport leaders, organisations and innovative programs that are breaking down barriers for women and girls in sport.

In addition to crowning the winners of the 2022/2023 Her Sport Her Way Awards, attendees had the opportunity to learn from their peers as they showcased the innovative programs they have designed and implemented as a result of receiving grants through the Her Sport Her Way Grant program

Six innovative programs were featured on the day, including the release of the 'InnovateHER' video series, capturing the key learnings, challenges and results of these game-changing women's sport programs

The programs featured were 'Sheroes' (Tennis NSW), 'I Am A Girl I Can Do Anything' (Basketball NSW), 'How I Roll' (Wheelchair Sports NSW), 'Girls Making Waves' (Water Polo NSW), 'Finish Lines Not Finish Times' (Triathlon NSW), and 'Daughters and Dads Active and Empowered' (University of Newcastle).

- 47 current and aspiring female leaders receiving scholarships or sponsorships to complete either the Australian Institute of Company Directors (AICD) Company Directors Course, the AICD Governance for Not-for-Profit Directors Course or Chief Executive Women (CEW) Leaders Program
- Ongoing mentoring and networking opportunities for participants.

Sport NSW delivered the program and conducted the evaluation with the support of the SPRINTER Group at the University of Sydney.

The evaluation indicated that supported and targeted workshops on gender inclusion have positive outcomes for sporting organisations regardless of their maturity level. There is also a need to continue to support and encourage female leaders through personal development and upskilling.

Also highlighted through the evaluation was the importance of male voices in the discourse on female inclusion in sport, and a suggestion of more targeted and inclusive spaces to engage and celebrate proactive and inclusive male leaders.

Game Changers Advisory Committee

The Game Changers Ministerial Advisory Council was established in December 2021 by the Minister for Sport to provide strategic advice on how to fast-track women to take part in all levels of sport, both on and off the field.

The Council forms part of the NSW Government's women in sport strategy, Her Sport Her Way, and the Office provides the secretariat for the Council as part of its role in delivering the Her Sport Her Way strategy.

The Game Changers Ministerial Advisory Council is chaired by Christine McLoughlin AM, Chairman and Co-Founder of the Minerva Network and Chair of Destination NSW. Other Council members are:

- **Stephanie Brantz**, Chair Sports Diplomacy Advisory Council (DFAT), Director Football NSW
- **Louise Sauvage OAM**, Paralympian, High Performance Coach (NSWIS)
- **Matthew Curll**, Partner (Hall & Wilcox)

- **Amy Duggan**, Former Matilda, Director Football Federation Australia, Director Venues NSW
- **Phil Kearns AM**, Former Wallabies Captain, Executive Director RWC 2027 Bid (Rugby Australia)
- **Marcia Ella-Duncan OAM**, Former Australian Diamonds netballer, Principal Consultant (Marcia Ella Consulting)
- **Dianne Everett**, General Manager, Brand & Social (Commonwealth Bank)
- **Monique Harris**, Digital Sales & Marketing Advisor.

It met twice in 2022/2023 with a focus on providing strategic advice to the Minister for Sport to accelerate change for women in sport in the areas of sport governance and investment.

10 World Cups in 10 Years

World Cup Event Planning and Coordination

In July 2018, the Premier announced that the NSW Government would bid for 10 World Cups in the next 10 years, and proposed to contribute \$1 billion to the NSW visitor economy.

Five of these major events were delivered between September 2022 and March 2023, with the Office working closely with local organising committees and numerous other NSW government agencies to support operational planning and delivery of each of them.

UCI Road World Cycling Championships: Held in Wollongong over 8 days from 18 September to 25 September 2022. This event was the largest annual road cycling championships conducted by the UCI in 2022 and included road races, time trials, team time trials, cultural events and other community activities.

Attracting over 96,000 visitors to the region across the event period alongside competitors from 73 nations, the event showcased the Illawarra region to an international audience, with broadcast reaching 59 countries to an audience of 132.5 million.

TABLE D – 10 World Cups in 10 Years – Delivery Status

| Event | Scheduled Year | Status |
|--|----------------|---|
| Rugby League Nines World Cup | 2019 | Delivered |
| ICC Women's T20 World Cup | 2020 | Delivered |
| ATP Cup (Delivered as United Cup in 2023) | Annual | Delivered 2020, 2022 & 2023 |
| ICC Men's T20 World Cup | Delivered | Secured, postponed to 2022 |
| World Athletics Cross Country Championships | Delivered | Secured, postponed to 2023 |
| UCI Road World Championships | 2022 | Delivered |
| FIBA Women's Basketball World Cup | 2022 | Delivered |
| FIFA Women's World Cup | 2023 | Secured |
| Netball World Cup | 2027 | Secured |
| Rugby World Cup | 2027 | Secured for Australia. Host cities to be determined |
| Rugby League World Cup | 2029 | Bid process not yet commenced |

FIBA Women's Basketball World Cup: Held in Sydney from 22 September to 1 October 2022. The event brought together 144 of the best players in the world representing 12 basketball nations for a total of 38 games across the tournament. Attracting a record breaking attendance record of 145,519 spectators over the tournament, the World Cup also broke records for its broadcast audience, with an audience of 500,000 in Australia and a total worldwide audience reach of over 750 million viewers across the tournament.

ICC Men's T20 World Cup: Held in 7 host cities across Australia from 16 October to 13 November, with the Sydney Cricket Ground (SCG) hosting seven matches in total. Over 177,000 people attended these matches in Sydney with a crowd of 36,426 for the double-header at the SCG in Sydney on 27 October. A global TV audience of 1.28 billion was achieved for the entire tournament.

United Cup 2023: In 2023, the ATP Cup, previously a male only event, was replaced by the United Cup. A new tournament, the United Cup was played over 11 days in January 2023 and featured the world's best players showcasing the sport with mixed teams from

18 countries. Sydney hosted a number of group stage matches along with the finals, all of which were held at Ken Rosewall Arena in Sydney Olympic Park.

World Athletics Cross Country Championships: Held in Bathurst on 18 February 2023. The 44th edition of the event featured a total of 403 athletes from 45 countries who competed in front of thousands of spectators and a live international broadcast, showcasing Bathurst and regional New South Wales to the world. A further 2,600 community athletes and runners took up the opportunity to race on the world championships course through the mass participation races conducted over the weekend, and for the first time the World Masters Short Course Cross Country Championships were held in conjunction with the World Championships event.

The current status of the 10 World Cup events is detailed in Table D.

Legacy Initiatives

A critical objective of hosting major events is creating a long-term benefit for host cities, the community and the sporting sector. To meet this objective

Case Study

FIBA Women's Basketball World Cup 2022

The FIBA Women's Basketball World Cup saw 12 of the world's top female basketball nations descend on Sydney Olympic Park from 22 September to 1 October 2022.

The tournament vision was to ignite the passion for women's basketball globally, with a mission to create a bold, engaging and inclusive World Cup celebrating the power and excitement of women's basketball.

The Office supported operational delivery of the tournament, working with government stakeholders, FIBA, Basketball Australia and Basketball NSW to ensure a world-class experience for athletes, officials and spectators. The Office also had representation on the Local Organising Committee Board and advisory committees throughout the duration of tournament planning and delivery.

The tournament exceeded expectations and was regarded by FIBA as the best Women's Basketball World Cup in history, with a record attendance of 145,519 spectators across 10 days, sold-out sessions, and record broadcast, digital, social, print and media reach.

With a focus on sustainability, the tournament was delivered as a carbon neutral event and achieved the ambition of being the most sustainable FIBA Women's Basketball World Cup. A major event sustainability blueprint was produced for event owners to access and utilise in the future.

The NSW Basketball Legacy Program, funded by the NSW Government and Basketball NSW, continued throughout the reporting period, increasing the total number of legacy program participants to 26,129 since the initiatives commenced in March 2021.

Following the success of the tournament, the NSW Government supported Basketball Australia in its bid to secure the FIBA Women's Asia Cup, which was held at Sydney Olympic Park from 26 June to 2 July 2023. The Office also worked with Basketball NSW to commence planning for the continuation of legacy initiatives through to 2025, with investment secured from Basketball Australia.



and ensure the benefit is spread throughout the communities of NSW, the Office supported a range of major event legacy initiatives in 2022/2023.

The FIBA Women's Basketball World Cup Legacy Program, executed in partnership with Basketball NSW, delivers sport development, female-specific participation programs, female leadership programs, and indigenous participation programs as well as better access to participate in basketball for residents in regional and remote areas of NSW. A case study on the legacy program is included within this report.

Also in 2022/2023 the \$10 million NSW Football Legacy Program commenced, aligned to the role NSW will play as host to 11 of the FIFA Women's World Cup 2023™ matches. Delivered in partnership with Football NSW and Northern NSW Football, the program supports the development of football at all levels through the construction of new community facilities, participation initiatives, high performance, and leadership and development programs.

The Program has so far seen the delivery of:

- A football specific Daughters and Dads program to over 230 families
- A football specific leadership program for 90 women
- Close to 600 scholarships awarded to support female coaches and officials.

A large component of the NSW Football Legacy Program is the NSW Football Legacy Fund. In 2022/2023, round one of this Fund was awarded as follows:

- 29 grants for infrastructure projects with a total value of \$2,499,960
- 73 grants for participation projects with a total value of \$649,975.

The Office also continued to oversee a number of other infrastructure projects in 2022/2023 resulting from prior legacy grant funding through our normal grants administration process. Some of these projects reached completion while others are still in development and build stages.

Strategic Partnerships

Peak Body Funding and Partnerships

In 2022/2023, the Office continued to provide funding and support to Sport NSW and Outdoors NSW/ACT to assist them in undertaking their functions as peak bodies for the sport and outdoor active recreation sectors.

Sport NSW received \$250,000 in funding during 2022/2023, assisting the organisation to provide programs and support for the sector, including:

- Delivery of forums and engagement with local councils
- Regular briefings to the sector on key issues
- Workshops and forums on current issues
- Education and training for sporting organisation boards and staff.

In addition, the Office provided \$35,000 towards Sport NSW's annual Champions of Sport Awards 2023.

Outdoors NSW/ACT received funding of \$95,000 in 2022/2023, which enabled it to undertake a range of initiatives to build capacity in the outdoor active recreation sector, including:

- Develop and build a membership portal that is continually updated and added to for members
- Increase activities and membership benefits through grant funded programs
- Build a data profile on the sector that incorporates an ability to measure trends.

The Office also sponsored the 2023 Outdoors Industry Summit held at Lennox Head on 29 and 30 June 2023, contributing \$12,500 towards the delivery of the event.

Play By the Rules

The Office continued its long-standing support of Play by the Rules (PBTR), contributing \$20,000 in 2022/2023 in addition to in-kind support for projects and campaigns. PBTR is a national program designed

to encourage safe, fair and inclusive sport, and is a collaboration between all states and territories and Sport Integrity Australia (SIA).

The program provides information, resources, tools and free online training to increase the capacity and capability of administrators, coaches, officials, players, parents and spectators to prevent and deal with discrimination, harassment, child safety, inclusion and integrity issues in sport.

Play by the Rules (PBTR) online courses are hosted via the SIA eLearning hub, with a total of 12,848 course completions in 2022/2023 from participants in NSW. People from NSW also continued to access the information on the PBTR website with 32% of users being from NSW.

In line with the Office's increased work and involvement in the area of child safety, this year the Office also supported the promotion of the PBTR Start to Talk campaign. The campaign encourages parents to ask their child's sport club the simple question of what they are doing to keep their children safe, initiating a conversation about child safety.

Snowy Mountains Special Activation Precinct

The Snowy Mountains Special Activation Precinct (SAP) was announced by the NSW Government in November 2019. The precinct's investigation area covers over 70,000 hectares, focusing on the Jindabyne town centre and areas of high tourism interest within Kosciuszko National Park. The Snowy Mountains SAP will leverage the region's environmental, cultural and landscape attributes and establish Australia's alpine capital as a resilient year-round tourism destination.

The Jindabyne Sport and Recreation Centre has been identified as a catalyst sub-precinct for sport and education. Following approval of the masterplan at the end of the last financial year, there has been significant progress made on the site with construction on the primary school and high school beginning in November 2022 and the TAFE Connected Learning Centre due to be completed in October 2023.

As part of the work being undertaken, the Office worked closely with Regional NSW throughout 2022/2023 to develop a housing feasibility study.

The study sought to define future locations, services and utilities. A major part of the study was to guide potential appropriate housing types for groups such as staff and contractors, school and community groups and athletes, along with flexible solutions appropriate for groups such as commercial guests or seasonal workers. The Office will use this feasibility study to guide future accommodation development plans on the site.

Other Strategic Partnerships

In 2022/2023 the Office provided funding of \$700,000 to Royal Life Saving NSW as part of a strategic partnership to support and increase safe participation in recreation swimming, including for underrepresented groups such as people from multicultural communities, people with disability, and First Nations people.

The Office also continued to partner with AUSTSWIM NSW, allocating \$30,000 in funding to provide opportunities for people from multicultural communities and First Nations people to become swimming and water safety teachers.

Case Study

Journey to the FIFA Women's World Cup 2023™

With the FIFA Women's World Cup 2023™ set to kick off in July this year, the Office supported the delivery of several lead up events throughout the reporting period to build hype and celebrate the world's largest women's sporting event.

The first of these was the Unity Pitch event, which involved the installation of a vibrant multi-coloured pitch reflecting the two unique cultures of Australia and Aotearoa New Zealand and the coming together of the 32 nations participating in the tournament. The Major Sports Events Branch coordinated bookings and promotion for the Unity Pitch event in NSW, based at Sydney Olympic Park from 18-23 May 2023. The event coincided with Female Football Week.

More than 1,000 community members and grassroots footballers participated on the Unity Pitch throughout the week, highlighted with a Powerchair Football exhibition match cross-promoting the FIPFA Powerchair Football World Cup, to be held in October 2023.

The Office was also responsible for delivery of the NSW leg of the FIFA Women's World Cup Trophy Tour 2023™, hosting nine events across five days throughout Sydney, Lake Macquarie and Coffs Harbour. More than 9,000 fans attended Trophy Tour

events, including almost 3,000 participants in gala days delivered by Football United, Creating Chances, Nepean Football Association, Football NSW and Northern NSW Football.

The Office worked closely with Football Australia to secure appearances from 11 Matildas squad members and Matildas Alumni throughout the Trophy Tour, generating extensive media coverage and providing the opportunity for alumni to share their stories with local communities and the next generation of footballers.

The Trophy Tour also coincided with the launch of Round 2 of the NSW Football Legacy Fund. Up to \$3.23 million was made available to football clubs and associations, with applications to be assessed and funding awarded in late-2023.

Both the Trophy Tour and Unity Pitch activations provided many fans the opportunity to engage with the FIFA Women's World Cup 2023, many of whom may have been unable to secure tickets to sold out matches in Sydney.





Diversity and Inclusion

At the Office of Sport, diversity and inclusion and its promotion within our workplace and amongst our partners and stakeholders, is an integral part of what the Office does and the values by which we operate and measure ourselves.

Reconciliation Action Plan

Throughout 2022/2023, the Office continued implementation of its 2021–2023 Reconciliation Action Plan (RAP). Developed in partnership with Venues NSW, the Innovate RAP is working to embed an inclusive, collaborative and respectful culture in everything the Office does.

Being the Office's first RAP, particular focus was given to internal policies and processes to ensure the Office of Sport is a culturally safe place to work. There are a total of 80 deliverables across the Office.

During 2022/2023, working groups and individuals across the organisation collaborated to deliver the following highlights:

- Hosting National Reconciliation Week and NAIDOC week events
- Installing signage at all Centres and Venues acknowledging local Traditional Custodians
- Reviewing procurement processes and implementing consequent changes to engagement of Aboriginal companies
- Reviewing Human Resources policies
- Establishing Welcome and Acknowledgement protocols across the organisation. This included the addition of an Acknowledgement of Country in all meeting and presentation templates
- Producing and internally promoting an Office of Sport Cultural Protocols document
- Establishing the Aboriginal State Sporting Organisation network
- Engaging three Aboriginal Student Trainees through the Elsa Dixon program
- Including a dedicated line of questioning for Aboriginal athletes in the Future Champions Participant and Athlete survey and the Regional Academies of Sports (RASi) Pathways HealthCheck.

With the current Innovate RAP coming to an end in late 2023, the Office is currently in the process of consultation and development of its next RAP for launch in early 2024.

Disability Inclusion Action Plan

In December 2022, the Office released its new Disability Inclusion Action Plan 2023–2026. The new Plan expresses the Office's commitment to take meaningful actions in addressing barriers preventing

people with disability from greater participation and inclusion of people with disability in sport.

The Office is committed to strengthening the relationship between sport and active recreation organisations, and community organisations that support people with disabilities. The Plan outlines how the Office will work both internally and with our partners and stakeholders to implement actions and strategies both internally and externally to honour this commitment across 4 focus areas:

- Attitudes and behaviours
- Liveable communities
- Employment
- Systems and processes.

The Plan provides the framework to ensure that in both our workplaces and in the community, the rights and needs of people with disability are respected, advocated for and adopted.

Multicultural Plan

In 2022/2023, the Office continued to work on the development of its Multicultural Plan to cover the period 2023–2027. Through the Plan, the Office will develop and deliver policies, programs and other initiatives aimed at increasing participation in sport and recreation by people from multicultural communities.

Multicultural Advisory Committee

The Multicultural Advisory Committee was established in early 2022 and includes members selected from a range of multicultural communities, all of whom bring a wealth of knowledge and expertise to the consideration of issues around opportunities for sporting and recreational activities.

The Advisory Committee met three times in 2022/2023. At these meetings, a range of Office of Sport programs and initiatives were presented, including voucher programs, Her Sport Her Way and the Duke of Edinburgh's International Award.

Members of the Advisory Committee have reviewed and provided feedback on material for inclusion in the new Multicultural Plan.



Our Corporate Services

Executive and Ministerial Services

The Executive and Ministerial Services (EMS) branch sits within the Office of the Chief Executive and consists of three primary functions – executive and ministerial support, legal services and a grants unit.

Responsibility for executive and ministerial support includes briefing and correspondence requests, Cabinet submissions and Parliamentary advice

between the agency and the Minister’s office, right to information access, complaints handling and privacy.

Legal services delivered by the branch includes legal advice in support of the agency’s operations, including contracts, interpretation and amendment of legislation, and litigation.

Administration of funding and grants across the various Office of Sport grant programs is the responsibility of the grants unit, which has seen a significant increase in workload with the introduction of several new infrastructure and recovery grants over the past three years.

In the 2022/2023 reporting year, the Office of Sport received one Standing Order 52 request.

Grants

The Office of Sport has administered a range of grants and funding programs to support sport at every level – from local community sporting clubs through to the elite and professional levels.

In 2022/2023, the Office facilitated 18 funding programs in total. This included the NSW Football Legacy Fund, the Female Friendly Community Sport Facilities and Lighting Upgrades Fund and the Sports Infrastructure Recovery Fund, which supported communities affected by the 2022 floods. 2022/2023 also saw the second round of the Centre of Excellence and Multi-Sport Community Facility Funds opened and awarded, in addition to investment into three new Rugby League Centres of Excellence and the ongoing management and acquittal of past grant programs.

At the conclusion of the reporting period, the Office was responsible for nearly 700 active infrastructure projects operated by various stakeholder groups, including local governments, sporting associations, surf lifesaving clubs and private operators. These projects range from upgrades to existing facilities through to the construction of new multimillion dollar facilities in both metropolitan and regional areas.

The key focus areas across these infrastructure grant programs have been to:

- Improve access and facilities for female participants and people with disability
- Better the overall utilisation and operating hours of existing facilities
- Enhance conditions for high-performance training
- Deliver new facilities that provide access for all and will be used by multiple sports.

In addition to the infrastructure projects, the Office awarded approximately \$22.14 million to the sport sector through grant programs that directly support grassroots sporting clubs, including the Local Sport Grant Program, Local Sport Defibrillator Program, Partnership Program, Project Support Program and NSW Football Legacy Fund.

Recognised State Sporting Organisations (SSOs) received funding under the Organisation Support Program and were also able to apply for funding under the Her Sport Her Way Program, while the Regional Academies of Sport received funding for specific athlete pathway initiatives.

Procurement

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

The Office is a Level 1 accredited agency under the NSW Government Accreditation Program for Goods and Services. This enables the Office to procure goods and services up to a maximum contract value of \$50 million for low-risk procurement activities and \$20 million for high-risk procurement activities.

During 2022/2023, the Office finalised 8 goods and services procurement activities valued above \$150,000 (including GST), which resulted in 8 contracts being awarded with a combined total whole-of-life value of approximately \$22 million (including GST).

Human Resources

Process and Technology Harmonisation (PATH) Program and Shared Service Arrangements

To reduce the complexity of back-office processes, data standards and systems in operation across NSW Government, a 2-Hub solution was mandated for delivering shared services, with an operating model approved by the PATH Program Board in 2021.

The Office of Sport entered into a Service Partnership Agreement with the Department of Planning and Environment (DPE) in November 2022, transitioning its payroll and some finance transactional functions to DPE shared services, successfully going live on 3 April 2023.

Workforce Management

The Human Resources (HR) team continued to review the recruitment strategy for the Office across the year, with a particular focus on improving both the attraction of Aboriginal and Torres Strait Islander staff and outdoor recreation candidates, following ongoing industry shortages. More broadly, the team looked to develop and implement other mechanisms

to improve the diversity of staff and inclusion of underrepresented groups. The following actions were delivered in the reporting year:

- Implementation of trainee programs for outdoor recreation roles
- Aboriginal School Based Traineeships
- Development of a draft Aboriginal employment strategy in line with the Office's Reconciliation Action Plan
- Guidance for managers on interviewing Aboriginal candidates and provision of application guidance for Aboriginal candidates.
- Development of recruitment and selection approaches as per the Office's Disability Inclusion Action Plan.

Providing effective recruitment support was also a strong focus throughout the reporting period. To ensure hiring managers received the support they needed, HR introduced a business partner model to enable a strategic and talent focused approach at the operational level. The approach aims to improve workforce planning, recruitment and selection timelines, and performance/career development actions in consultation with leaders.

With the move to shared services in April 2023, a change management program was implemented to support staff and leaders with the transition. HR staff delivered training in the new systems and processes and continue to support staff and managers with new ways of working in the new shared services environment.

To improve compliance, the HR team undertook an audit of all roles within the organisation to ensure all roles dealing with children included a Working With Children Check (WWCC) requirement. Child safe questions were also introduced as part of the recruitment process for these roles and criteria for managers to approve was included in the probation process.

Recruitment guidelines were refreshed along with onboarding and induction guidance for managers, with all made available on the organisation's Intranet. Role descriptions were also made available to staff and can also be accessed through the Office's Intranet portal.

Overall, the Office undertook 184 recruitment actions, including 131 external advertisements and 53 internal Expressions of Interest.

Organisational Development

The team's focus in 2022/2023 continued to be improving compliance for Performance Development Plan completion along with training design and delivery. Emphasis was also placed on essential training for Regional Delivery staff. Key actions undertaken in the reporting period were:

- Sourcing and delivery of targeted workshops in merit selection and providing performance feedback
- Delivery of Unconscious Bias training to all staff to support the Office's commitment to diversity and inclusion
- Initiation of a respectful workplace training program
- Development and delivery of an alternative qualification for catering staff
- Implementation of a coaching strategy
- A review of the Performance Development Process was undertaken, and changes made for future iterations
- A review of LinkedIn Learning was undertaken to understand the drivers and detractors for online learning.

In the reporting period, 25 compliance and general skills development courses were sourced and delivered.

People Matter Employee Survey 2022

The Office conducted the NSW Government's annual People Matter Employee Survey (PMES), achieving an engagement score of 65% and a 69% response rate. Highest rated areas included risk awareness, diversity and inclusion, and alignment with organisational values. Areas of focus included change management, recruitment, opportunity for career advancement/development and employee burnout.

Staff were consulted on the results and an Action Plan identifying key areas for improvement was developed, with progress on the Plan reviewed monthly by the Office's Core Executive and shared with staff. Several key initiatives from the 2022 Action Plan have been delivered, including a review of grievance procedures and training on acceptable behaviours, a new flexible work policy, availability of role descriptions to staff, unconscious bias training,

a pilot online coaching program aimed at emerging leaders, a review of online learning and a review of the performance development process.

Joint Consultative Committee

The Office conducted Joint Consultative Committee meetings with senior management representatives, Public Service Association officials and delegates, meeting on four occasions during the reporting period. There was no lost time due to any industrial disputes.

Marketing and Communications

Keeping staff informed and engaged was a priority for the marketing and communications team throughout 2022/2023. After almost 18 months of development work, a refreshed Intranet was launched to staff in December 2022, providing staff a central hub to access all information and news regarding the Office and its activities. This included a brand new document library, providing staff with a central repository for all policies, guidelines, templates and other relevant documents.

The Intranet is the foundation of all other communication efforts by the Office, with links, articles and documents updated in real time to ensure staff are always across the latest information to action their day-to-day roles.

The Office's internal communications strategy was also updated to reflect staff feedback and the changing nature of channels available. Updates included a streamlining of channels, appointed spokespeople for various topics and the introduction of new initiatives such as a monthly staff newsletter to help foster a more social organisational culture.

With an increased return of staff to office locations, in-person social and networking opportunities continued to be organised, including a NAIDOC Week staff event at Point Wolstoncroft Sport and Recreation Centre.

External communications were once again focused on supporting the sector and our customers, providing them information about the various activities, resources, funding and learning opportunities available to them. The Office continued to distribute its monthly EDMs On The Ball, Sports Shorts and Match Point, with a visible increase in open rates and engagement.

Despite the caretaker period and compulsory pause on advertising, marketing and promotion was still front and centre of activity across the reporting period. Our media and marketing team were heavily involved in the promotion of grant programs and other initiatives, including Active Kids, Shoosh for Kids, Holiday Break camps and the Daughters and Dads Active and Empowered program.

Promotion of the various major events, including the Wollongong 2022 UCI Road World Championships, FIBA Women's World Cup, ICC T20 Men's World Cup, and the various lead-in events to the FIFA Women's World Cup such as the Trophy Tour, also kept the team busy.

The ongoing rollout of the new whole-of-government Masterbrand continued to demand the attention of the design team.

With social media being a primary channel for external communications, the Office continued to produce engaging content across its social network channels. With a social media presence across Facebook, LinkedIn, Instagram and YouTube, the number of followers grew across all platforms with the development of engaging and informative content for our audiences. A refreshed social media strategy was also developed and implementation of this will be a key focus of 2023/2024.

Finance

The Finance team delivers high quality financial services to our stakeholders while ensuring the integrity of the Office's finances through a framework of sound policies, internal controls and governance structures.

The key functions performed by the branch include financial planning, budgeting and reporting, financial policy development and implementation.

During the reporting year, the Office transitioned as part of the Process and Technology Harmonisation (PaTH) program to a new shared services agreement. As part of this agreement some of the Office's financial transactional functions were transferred to the Department of Planning and Environment's Shared Services on 3 April 2023.

Following this transition, the Finance team realigned some functions within the financial operations and financial accounting teams to ensure improved accountability and reporting arrangements.

Information Management and Technology

The Information Management and Technology (IM&T) team aims to deliver solutions, governance and quality customer support across the organisation. Key functions of the team include system design implementation and solutions, records management,

cyber security governance, and technical solutions including help desk services.

During the reporting year the IM&T team focused on several initiatives including:

- Working towards its vision of a cyber secure office and workplace environment.
- Supporting the integration and testing for the PaTH program.
- Digitisation of paper records
- Strengthening governance and privacy through the application of retention schedules to records



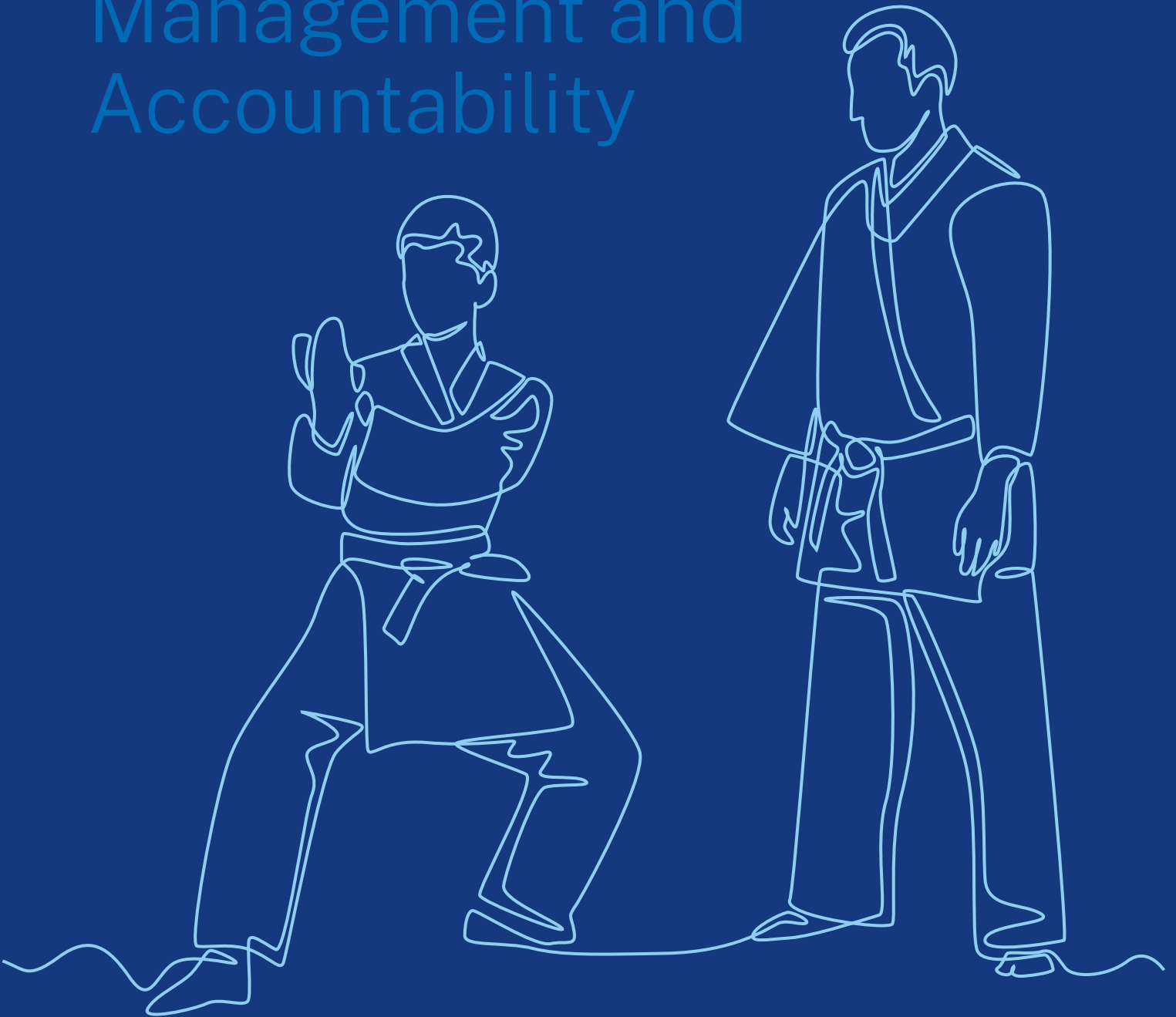
Performance Information

Performance results against State outcome PO0078: Excellence in Arts, Sport and Tourism

| State Outcome | Outcome Indicator | Indicator Measure | Q1 Result | Q2 Result | Q3 Result | Q4 Result | |
|---|--|--|--|---------------------|--|--|---------|
| PO0078 Excellence in Arts, Sport and Tourism | 5. Percentage of children regularly participating in organised physical activities outside school hours for at least 3.2 hours per week on average | 5.1 Australian Government AusPlay data | - | 24.4% for 2021/2022 | N/A | Data not available* | |
| | | 6.1 Measured by percentage of completed State projects in a given financial year | | | 0% | 12% | |
| | | 6.2 Count of projects | - | - | 358 | 686 | |
| PO0078 Excellence in Arts, Sport and Tourism | 6. Completion of NSW Government arts, sport and tourism infrastructure projects on time and to budget | 6.3 Value of projects | - | - | \$271,383,399 (grant amount), \$523,207,717 (total project cost) | \$834,695,184 (grant amount), \$1,655,825,429 (total project cost) | |
| | | PPM - Active Kids Voucher Program | Number of Active Kids vouchers created | 391,978 | 261,993 | 754,524 | 116,317 |
| | | | Number of vouchers redeemed | 285,448 | 266,322 | 501,068 | 194,690 |
| PO0078 Excellence in Arts, Sport and Tourism | PPM - First Lap Voucher Program | Number of Active Kids vouchers created | 54,141 | 38,866 | 32,717 | 18,052 | |
| | | Number of vouchers redeemed | 27,766 | 28,942 | 26,804 | 27,560 | |
| | PPM - Her Sport Her Way Strategy | Number of girls participating in sport and physical activity at least 3 times per week | - | 17.30% | - | - | |
| | | Number of women participating in sport and physical activity at least 3 times per week | - | 66.60% | - | - | |

* 2022/23 financial year AusPlay data not available at time of publication. At time of publication 24.4% of children aged 5-14 are participating in organised physical activity outside of school hours for at least 3.2 hrs per week on average.

Management and Accountability



4

Number and Remuneration of Senior Executives

TABLE E: Number of Public Service Senior Executives Employed in each Band as at 30 June 2023 at Office of Sport

| Band | 2019/2020 | | 2020/2021 | | 2021/2022 | | 2022/2023 | |
|--|-----------|-----------|-----------|----------|-----------|-----------|-----------|----------|
| | Female | Male | Female | Male | Female | Male | Female | Male |
| Band 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 3 (Deputy Secretary and Agency Heads) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 2 (Executive Director) | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 |
| Band 1 (Director) | 1 | 10 | 3 | 3 | 3 | 8 | 3 | 8 |
| Total | 3 | 12 | 5 | 5 | 5 | 10 | 5 | 9 |

TABLE F: Average Total Remuneration Package of Senior Executives in each Band as at 30 June 2023 at the Office of Sport

The Crown Employees (Public Sector-Salaries 2022) Award provided a 2.53% salary increase, effective from the first full pay period after 1 July 2022. The Statutory and Other Officers Remuneration Tribunal provided a 2% increase to senior executive remuneration from 1 July 2022.

In the 2022/2023 financial year, 7.33% of the Office of Sport's employee-related expenditure was related to Senior Executives.

| Band | 2019/2020 | | 2020/2021 | | 2021/2022 | | 2022/2023 | |
|--|-------------------|--------------|-------------------|--------------|-------------------|--------------|-------------------|--------------|
| | Range (\$) | Average (\$) | Range (\$) | Average (\$) | Range (\$) | Average (\$) | Range (\$) | Average (\$) |
| Band 4 (Secretary) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Band 3 (Deputy Secretary and Agency Heads) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Band 2 (Executive Director) | 274,701 - 345,550 | 301,144 | 278,672 - 345,550 | 302,906 | 285,638 - 354,189 | 316,989 | 285,638 - 354,189 | 316,989 |
| Band 1 (Director) | 192,600 - 274,700 | 230,642 | 206,959 - 258,477 | 231,421 | 212,133 - 274,910 | 236,224 | 212,133 - 274,910 | 236,224 |

Human Resources

Staff Profile

TABLE G: Number of Full-time Equivalent Staff in Office of Sport (annual average)

| | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 |
|-----------------|-----------|-----------|-----------|-----------|
| Office of Sport | 396 | 368 | 372 | 404 |

The annual average number of full-time equivalent (FTE) staff across the Office of Sport increased to 404 in 2022/2023. Of the 404 FTE, 14 are related to casuals engaged during the financial year.

TABLE H: Number of Full-time Equivalent Staff in Office of Sport Core, by Division (annual average)

| Division | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 |
|-------------------------------|------------|------------|------------|------------|
| Office of the Chief Executive | 73 | 77 | 76 | 82 |
| Sport and Recreation | - | - | - | - |
| Sport Development | - | - | - | - |
| Sport Infrastructure | - | - | - | - |
| Corporate Services | - | - | - | - |
| Regional Delivery | 266 | 232 | 231 | 255 |
| Policy and Planning | 57 | 59 | 65 | 67 |
| TOTAL | 396 | 368 | 372 | 404 |

Consultants

In 2022/2023 the Office had a total of 6 consultancy engagements (greater than \$50,000) with a total value of \$628,793 (excl GST) as follows:

| Consultants | Project | Amount (\$) Ex. GST |
|-------------------------|---|---------------------|
| ARUP Australia Pty Ltd | Climate Change -Risk Assessments and Adaption Plans | 244,228 |
| Deloitte | Advice on Lease Arrangements at Jindabyne | 105,000 |
| Populous Design Pty Ltd | Feasibility Study for Jindabyne Accommodation Precincts | 90,835 |
| KPMG | NSW 2032+ Strategy Business Case | 68,182 |
| University of NSW | First Lap Program Evaluation | 66,064 |
| Centium Pty Ltd | Probity Services | 54,485 |
| | TOTAL | 628,793 |

In 2022/2023 the Office had a total of 9 consultancy engagements (less than \$50,000) with a total value of \$167,193 (excl GST).

Promotion

During the reporting year 2022/2023 there was one overseas visit conducted by officers and/or employees at the Office of Sport.

| Number of Staff | Travel Destination | Purpose | Date |
|-----------------|--------------------|--|-----------------------|
| 1 | New Zealand | Attendance at ANZSOG Executive Masters of Public Administration course. Attendance was a course requirement | 20 – 24 November 2022 |

Legal Change

This appendix sets out the Acts administered by the Minister for Sport as at 30 June 2023. Acts, regulations and other statutory instruments can be accessed via the NSW Government's legislation website www.legislation.nsw.gov.au.

Combat Sports Act 2013

Crown Lands Management Act 2016 (parts jointly with the Minister for Planning)

Institute of Sport Act 1995

Major Events Act 2009 (jointly with the Minister for Jobs and Tourism);

Motor Vehicle Sports (Public Safety) Act 1985

Motor Sports Events Act 2022

Sporting Bodies Loans Guarantee Act 1977

Sporting Venues Authorities Act 2008.

Combat Sports Regulation 2014

This regulation was due for remaking to prevent it being repealed by virtue of the *Subordinate Legislation Act 1989*. That act automatically repeals regulations on 1 September 5 years after their making unless the regulation is remade or the repeal is postponed by the Premier. The Premier has postponed the need to take any action until 1 September 2024.

Motor Vehicle Sports (Public Safety) Regulation 2015

This regulation was due for remaking to prevent it being repealed by virtue of the *Subordinate Legislation Act 1989*. That act automatically repeals regulations on 1 September 5 years after their making unless the regulation is remade or the repeal is postponed by the Premier. The Premier has postponed the need to take any action until 1 September 2024 on the basis that a review of the principal act is underway.

Major Events Regulation 2017

This regulation was due for remaking to prevent it being repealed by virtue of the *Subordinate Legislation Act 1989*. That act automatically repeals regulations on 1 September 5 years after their making unless the regulation is remade or the repeal is postponed by the Premier. The Premier has postponed the need to take any action until 1 September 2024 on the basis that a review of the principal act is underway.

During the reporting period for this Annual Report the regulation was amended on 3 occasions. These amendments were by way of the insertion of event specific clauses to facilitate the holding of the UCI Road World Championships (cycling) and the 2022 ICC Men's T20 World Cup (cricket), the Quad Leaders' Summit and the FIFA Women's World Cup 2023TM (football). At the conclusion of the events the inserted clauses are generally repealed.

Economic or Other Factors

During the year The Office submitted a claim for COVID-19 related revenue losses incurred during 2020/2021. This claim is still being assessed by Treasury Managed Fund (TMF), however a progress payment of \$1.7 million was received during the year.

Risk Management and Insurance Activities

The Office is committed to ensuring good corporate governance, effective risk management, and compliance with legislation and other external accountabilities, to support the agency to meet its strategic objectives and outcomes.

For the 2022/2023 financial year, the Office attested to full compliance with NSW Treasury Policy TPP20-08 Internal Audit and Risk Management Policy for the General Governance Sector. The Office's Audit and Risk Committee (ARC) operates

under a shared arrangement with the State Sporting Venues Authority and also provides governance oversight for the Combat Sports Authority of NSW.

The internal audit function for the Office includes the role of the Chief Audit Executive who reports directly to both the Chief Executive and the Chair of the ARC.

Internal Audit Program

The Office maintains an effective internal audit function. It provides an independent and objective assurance and advisory service to improve operations.

Consistent with TPP20-08, the Office takes a risk-based approach to identifying and prioritising internal audits. During the 2022/2023 reporting period, internal audits were conducted in the areas of asset management, disaster recovery, grants and site-specific reviews.

As the recommendations from these audits are implemented, this will result in improved management systems, compliance with legislation, better accountability and improved internal controls.

In addition to the Internal Audit Program, the Office's Internal Audit Manual was reviewed and updated to incorporate best practice and alignment with TPP20-08 and the Institute of Internal Auditors (IIA) Australia Standards.

Risk Management

During the 2022/2023 reporting period, the Office made significant progress uplifting risk management and maturity. Key achievements included a comprehensive update to our Enterprise Risk Management Framework, Policy and Procedure, and the development of a Risk Appetite Statement (RAS). The RAS supports greater consistency for risk identification, assessment, ratings and treatment, and sets the tone for decision-making. This is a key milestone in uplifting the Office's risk maturity.

For the 2023/2024 financial year, work will focus on embedding the RAS, continuing to roll out risk training and improvements to risk culture.

Policy Governance

The Office continuously monitors the external operating environment and internal changes

to identify and respond to new and changing requirements and develop effective policies.

Insurance

The insurance activities of the Office are conducted through the NSW Treasury Managed Fund (TMF) Scheme of self-insurance for government entities. The expense (premium) is determined by the fund manager based on past claim experience.

The Office has insurance coverage across the following areas:

- Workers Compensation
- Public Liability
- Motor Vehicle
- Property
- Miscellaneous





I, Karen Jones, am of the opinion that the NSW Office of Sport has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the NSW Treasury Policy TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector, specifically:

Core Requirements

| Risk Management Framework | Status |
|---|-----------|
| 1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency. | compliant |
| 1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018. | compliant |

| Internal Audit Function | Status |
|--|-----------|
| 2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose. | compliant |
| 2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | compliant |
| 2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'. | compliant |

| | |
|---|-----------|
| 3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | compliant |
| 3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'. | compliant |

Membership

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

- Independent Chair (current) Gerardine Brus 1 February 2023 to 1 February 2026
- Independent Chair (outgoing) Jim Mitchell 1 February 2020 to 31 January 2023
- Independent Member David Pendleton 1 July 2022 to 1 July 2025
- Independent Member Jane Spring 6 September 2022 to 6 September 2025

Shared Arrangements

I, Karen Jones, advise that the NSW Office of Sport has entered into an approved shared arrangement with the following Department/agency:

- State Sporting Venues Authority.

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and / the internal audit functions. The shared Audit and Risk Committee is a Collaborative Shared Audit and Risk Committee.

Karen Jones
Chief Executive, Office of Sport

Date: 13 October 2023

Key Contact:
Felicity McIntyre
Chief Audit Executive
Mobile: 0499 947 266
felicity.mcintyre@sport.nsw.gov.au

Certificate of Currency

Office of Sport

The NSW Self Insurance Corporation, branded as icare Insurance for NSW (icare), 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 insurance exposures (other than compulsory third-party insurance) faced by those general government sector agencies and public sector agencies that are members of the TMF scheme.

Period of Cover

This will confirm that commencing 1 July 2022, until 30 June 2023, Office of Sport, being a TMF Agency is a member of the TMF which provides insurable risk protection in accordance with the TMF Statement of Cover.

The TMF Agency, and their employees and volunteers, are fully covered for their legal liability to any third party arising out of their operations, worldwide.

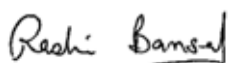
Coverage Inclusions

Cover includes, but is not limited to:

- **Multiple Identifiers for Workers' Compensation** as per current Workers Compensation Act 1987 (NSW).
- Identifier **MF100033 Legal Liability** inclusive of:
 - Public Liability for an amount of \$100,000,000,
 - Professional Indemnity for an amount of \$100,000,000,
 - Product Liability for an amount of \$100,000,000, and
 - Directors & Officers Liability for an amount of \$100,000,000.
- Identifier **MF100034 Property** coverage for loss and/or damage to all real and personal property either owned by, or the responsibility of, the TMF Agency on a full replacement (new for old) basis. Coverage includes consequential loss.
- Identifier **MF100032 Motor Vehicle** cover for loss of and/or property damage caused to or by a motor vehicle while being used for the purpose of or in connection with the TMF Agency's business.
- Identifier **MF100035 Miscellaneous Cover** inclusive of:
 - Personal Accident coverage for Voluntary Workers whilst actively engaged in voluntary work for the TMF Agency. Coverage is provided in accordance with and equivalent to the benefits payable under the Workers Compensation Act 1987 (NSW), provided under TMF Miscellaneous cover.
 - Personal Accident and Travel cover whilst travelling domestically and abroad.
 - Event Cancellation.

For full details on TMF indemnity and its protection, please refer to the relevant sections of the TMF Statement of Cover.

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



Rashi Bansal
Group Executive, Insurance for NSW & HBCF

D23/115633

**Office of Sport - Cyber Security Annual Attestation Statement for the 2022-2023
Financial Year**

I, Karen Jones, Chief Executive, am of the opinion that the Office of Sport has systems in place to manage cyber security risk in a manner consistent with the mandatory requirements set out in the NSW Government Cyber Security Policy.

This includes assessment and management of cyber security risks relating to information and systems of the Office of Sport. In addition, Governance is in place to manage the cyber-security maturity and initiatives of the Office of Sport.

In addition, there exists a current cyber incident response plan which has been tested during the reporting period.

An independent review and audit of the Office of Sport's effectiveness of controls and reporting against the mandatory requirements of the NSW Cyber Security Policy was undertaken and found to be adequate or being properly addressed in a timely manner.

Sincerely



Karen Jones
Chief Executive
26 October 2023

Privacy and Personal Information

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

Under Part 5 (53) of the *Privacy and Personal Information Protection Act 1998*, a person (applicant) who is aggrieved by the conduct of a public sector agency is entitled to a review of that conduct. The Office did not receive any applications to review information under Part 5 of the Act in the 2022/2023 financial year.

Government Information (Public Access) Act 2009

The objective of the Government Information (Public Access) Act 2009 (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 Government Information (Public Access) Act 2009, 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 groups within the Office of Sport:

- Office of the Chief Executive
- Policy and Planning
- Regional Delivery.

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

In the reporting period, the Office of Sport received a total of 15 requests for information under the Government Information (Public Access) Act 2009. A detailed breakdown of the types and nature of the requests is provided in the following tables:

CLAUSE 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

| Reviews Carried Out by the Agency | Information Made Publicly Available by the Agency |
|-----------------------------------|---|
| YES | YES |

CLAUSE 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Total Number of Applications Received

15

CLAUSE 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

| Number of Applications Refused | Wholly | Partly | Total |
|--------------------------------|--------|--------|-------|
| | 1 | 0 | 1 |
| % of Total | 100% | 0% | |

Schedule 2 Statistical information about access applications to be included in annual report

TABLE I: Number of applications by type of applicant and outcome*

| | Access Granted in Full | Access Granted in Part | Access Refused in Full | Information Not Held | Information Already Available | Refuse to Deal with Application | Refuse to Confirm/Deny Whether Information is Held | Application Withdrawn | TOTAL | % OF TOTAL |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|-----------|------------|
| Media | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 7% |
| Members of Parliament | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 7% |
| Private Sector Business | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 2 | 13% |
| Not For Profit Organisations or Community Groups | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 7% |
| Members of the Public (by legal representative) | 1 | 2 | 0 | 3 | 0 | 0 | 0 | 1 | 7 | 47% |
| Members of the Public (other) | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 20% |
| TOTAL | 2 | 5 | 1 | 4 | 0 | 1 | 0 | 2 | 15 | - |
| % OF TOTAL | 13% | 33% | 7% | 27% | 0% | 7% | 0% | 13% | - | - |

* 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 J.

TABLE J: Number of applications by type of application and outcome*

| | Access Granted in Full | Access Granted in Part | Access Refused in Full | Information not Held | Information Already Available | Refuse to Deal with Application | Refuse to Confirm/ Deny Whether Information is Held | Application Withdrawn | TOTAL | % OF TOTAL |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|---|-----------------------|-----------|------------|
| Personal Information Applications* | 1 | 2 | 0 | 3 | 0 | 0 | 0 | 1 | 7 | 47% |
| Access Applications (other than personal information applications) | 1 | 3 | 1 | 1 | 0 | 1 | 0 | 1 | 8 | 53% |
| Access applications that are Partly Personal Information Applications and Partly Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | 2 | 5 | 1 | 4 | 0 | 1 | 0 | 2 | 15 | |
| % OF TOTAL | 13% | 33% | 7% | 27% | 0% | 7% | 0% | 13% | | |

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

TABLE K: Invalid applications

| Reason for Invalidity | No of Applications | % OF TOTAL |
|---|--------------------|------------|
| Application does not comply with formal requirements (section 41 of the Act) | 0 | 0% |
| Application is for excluded information of the agency (section 43 of the Act) | 0 | 0% |
| Application contravenes restraint order (section 110 of the Act) | 0 | 0% |
| Total number of invalid applications received | 0 | 0% |
| Invalid applications that subsequently became valid applications | 0 | 0% |

TABLE L: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters listed in Schedule 1 of Act

| | Number of Times Consideration Used* | % OF TOTAL |
|--|-------------------------------------|------------|
| Overriding Secrecy Laws | 0 | 0% |
| Cabinet Information | 1 | 100% |
| Executive Council Information | 0 | 0% |
| Contempt | 0 | 0% |
| Legal Professional Privilege | 0 | 0% |
| Excluded Information | 0 | 0% |
| Documents Affecting Law Enforcement and Public Safety | 0 | 0% |
| Transport Safety | 0 | 0% |
| Adoption | 0 | 0% |
| Care and Protection of Children | 0 | 0% |
| Ministerial Code of Conduct | 0 | 0% |
| Aboriginal and Environment Heritage | 0 | 0% |
| Privilege Generally – Sch 1(5A) | 0 | 0% |
| Information Provided to High Risk Offenders Assessment Committee | 0 | 0% |
| TOTAL | 1 | |

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

TABLE M: Other Public Interest Considerations Against Disclosure: Matters listed in Table to Section 14 of Act

| | Number of Times Consideration Used* | % OF TOTAL |
|--|-------------------------------------|------------|
| Responsible and Effective Government | 3 | 33% |
| Law Enforcement and Security | 0 | 0% |
| Individual Rights, Judicial Processes and Natural Justice | 5 | 56% |
| Business Interests of Agencies and Other Persons | 1 | 11% |
| Environment, Culture, Economy and General Matters | 0 | 0% |
| Secrecy Provisions | 0 | 0% |
| Exempt Documents Under Interstate Freedom of Information Legislation | 0 | 0% |
| TOTAL | 9 | |

TABLE N: Timelines

| | Number of Applications* | % OF TOTAL |
|--|-------------------------|------------|
| Decided Within the Statutory Timeframe (20 days plus any extensions) | 15 | 100% |
| Decided After 35 Days (by agreement with applicant) | 0 | 0% |
| Not Decided Within Time (deemed refusal) | 0 | 0% |
| TOTAL | 15 | |

TABLE O: Number of Applications Reviewed Under Part 5 of the Act (by Type of Review and Outcome)

| | Decision Varied | Decision Upheld | Total | % OF TOTAL |
|--|-----------------|-----------------|----------|------------|
| Internal Review | 0 | 0 | 0 | 0% |
| Review by Information Commissioner* | 0 | 0 | 0 | 0% |
| Internal Review Following Recommendation Under Section 93 of Act | 0 | 0 | 0 | 0% |
| Review by NCAT | 0 | 0 | 0 | 0% |
| TOTAL | 0 | 0 | 0 | |
| % OF TOTAL | 0% | 0% | | |

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

TABLE P: Applications for review under Part 5 of the Act (by Type of Applicant)

| | Number of Applications for Review | % OF TOTAL |
|---|-----------------------------------|------------|
| Applications by Access Applicants | 0 | 0% |
| Applications by Persons to Whom Information the Subject of Access Application Relates (see section 54 of the Act) | 0 | 0% |
| TOTAL | 0 | |

TABLE Q: Applications Transferred to Other Agencies

| | Number of Applications Transferred | % OF TOTAL |
|-------------------------------|------------------------------------|------------|
| Agency-Initiated Transfers | 0 | 0% |
| Applicant-Initiated Transfers | 0 | 0% |
| TOTAL | 0 | |

Public Interest Disclosures

All employees of the Office must report suspected unlawful or corrupt conduct, serious maladministration, or serious and substantial waste of public money. The Office's policy establishes our commitment to support and protect staff who report wrongdoing.

The Office's Public Interest Disclosure Policy and Procedure – Internal Reporting of Wrongdoing sets out the manner in which we meet our obligations under the Public Interest Disclosures Act 1994, as well as roles and responsibilities of staff in making and receiving public interest disclosures.

Reporting of wrongdoing is regularly promoted through internal newsletters and is included in the induction training for all new staff. All staff regularly receive training on fraud and corruption awareness, and senior staff undertake periodic training on public interest disclosures. The Office also provides regular training to nominated disclosure officers.

During the 2022/2023 financial year, the Office met the NSW Ombudsman's reporting requirements via its online reporting tool. In 2022/2023, one report of public interest disclosure was made to the Office.

| | Corrupt Conduct | Maladministration | Serious and Substantial Waste | GIPA Contravention | Total |
|---|-----------------|-------------------|-------------------------------|--------------------|-------|
| Number of disclosures | 1 | 0 | 0 | 0 | 1 |
| Number of employees making a disclosure | 1 | 0 | 0 | 0 | 1 |
| Number of disclosures finalised (including matter reported in previous years) | 1 | 0 | 0 | 0 | 1 |

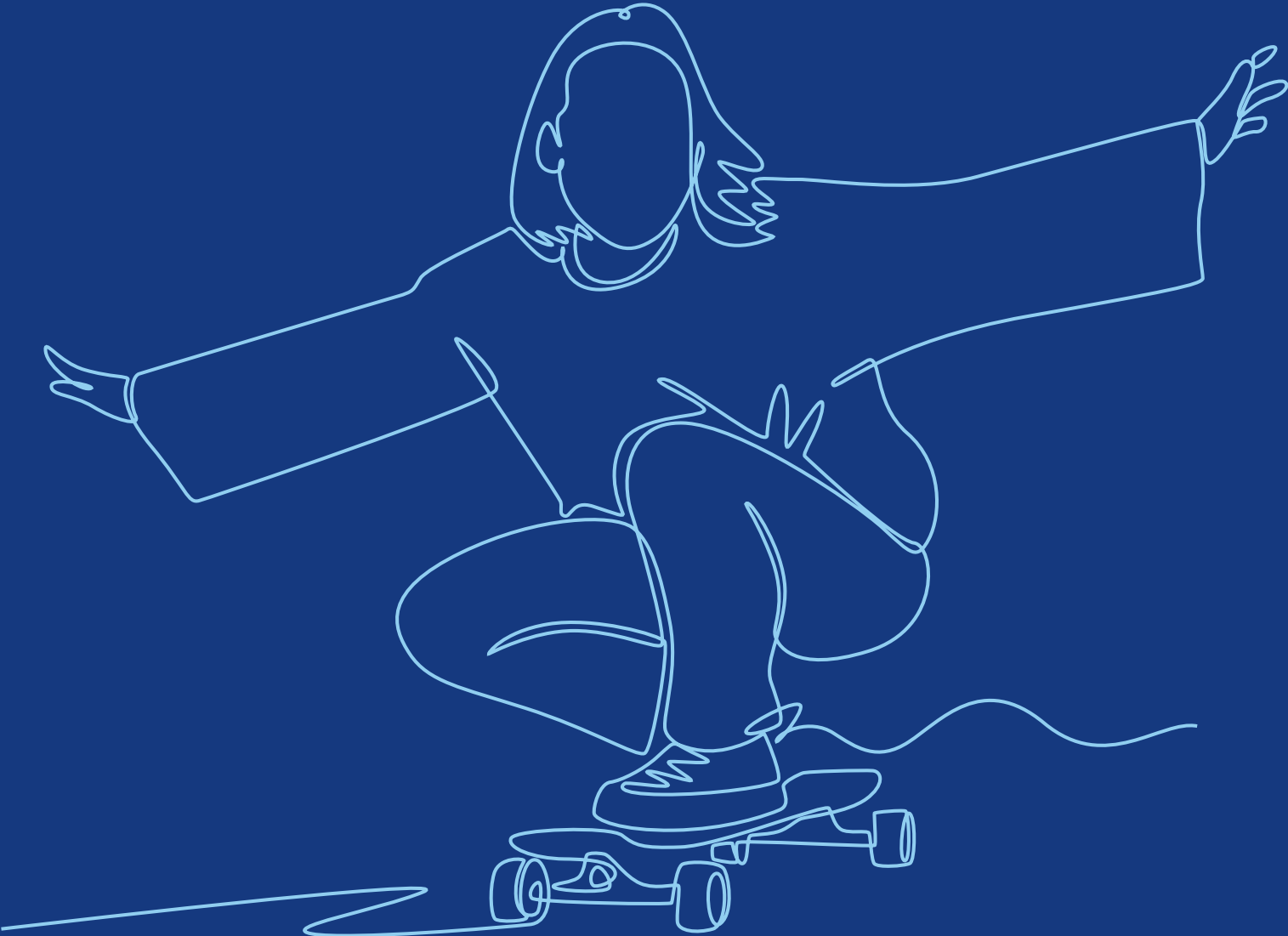
Other Information

The cost to produce the 2022/2023 Annual Report was \$4940.00 (ex GST).

This report can be accessed online at <https://www.sport.nsw.gov.au/corporate-information/annual-reports>

For all information pertaining to Office of Sport grant programs, including details of recipients, please go to <https://www.sport.nsw.gov.au/grants>

Sustainability



5

Modern Slavery Act 2019 (NSW)

The Office abides by the *Modern Slavery Act 2019 (NSW)*. A reference to the *Modern Slavery Act 2019 (NSW)* and further guidance has been included in the procurement policies and manuals of the Office which were updated in March 2023. This includes the use of modern slavery risk assessments and checklists. The Office is not aware of any modern slavery issues experienced during the reporting year.

Work Health and Safety

The Office remained agile and flexible, with continued responses to challenges presented by COVID-19, throughout 2022/2023. Vaccination mandates continued for key roles, including frontline staff at the Office, and testing protocols and isolation periods adhered to at all locations in line with government guidelines. In May 2023, the COVID-19 Vaccination Policy was rescinded with immediate effect and notifications made through the Office's internal communication channels.

Extreme weather conditions experienced across parts of NSW impacted multiple centres and venues of the Office. Support was provided to staff through the Employee Assistance Program (EAP). In November 2022, the Office changed EAP providers, which included an increase in the number of sessions available to staff and their immediate family members, and a specific Aboriginal support service.

The Child Safety Incident Reporting System was implemented in October 2022 to improve and enhance reporting relating to child safety incidents, with accompanying resources, training and updated policies made available across the organisation.

As in previous years, a flu vaccination program was implemented in March 2023 which was made widely available to all Office of Sport staff to reduce the severity of the influenza season.

The Work Health and Safety (WHS) Steering Group, comprised of Core Executive and other key Directors and Managers across the Office of Sport, continued to meet quarterly across 2022/2023 monitoring current and proposed safety assurance processes and activities. The WHS Steering Group reviewed existing and planned strategies, activities, and initiatives, through the assessment of WHS risks, culture and performance.

The WHS Consultative Committee, comprised of staff representatives across the organisation, met twice throughout 2022/2023 to discuss WHS risks, initiatives, emerging issues and trends, and staff wellbeing.

Workforce Diversity

TABLE R: Workforce diversity statistics as at 30 June 2023 at the Office of Sport

| Division | Benchmark | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 |
|---|-----------|-----------|-----------|-----------|-----------|
| Women | 50.00% | 48.00% | 47.90% | 50.13% | 54.00% |
| Aboriginal and Torres Strait Islander Peoples | 3.30% | 3.92% | 3.60% | 3.34% | 2.72% |
| People whose First Language Spoken as a Child was not English | 23.20% | 6.86% | 12.30% | 9.51% | 7.67% |
| People with Disability | 5.60% | 2.12% | 3.50% | 1.80% | 1.23% |
| People with Disability Requiring Work-related and Adjustment | N/A | 0% | 0% | 0% | 0.24% |

Diversity and Inclusion Workforce Strategy

Diversity and inclusion and its promotion within the workplace and workforce is an integral part of what the Office does and the values by which we operate and measure ourselves.

The Office's various action plans across the areas of reconciliation, disability and multicultural outline strategies, initiatives and activities that are in the process of being implemented and embedded into the inclusive, collaborative and respectful culture and practices that we take pride in having at the Office of Sport.

Disability Inclusion Action Plan

Supported by the organisation, the Human Resources business unit have 3 key strategic areas of focus in the Office of Sport's Disability and Inclusion Action Plan:

1. Ensure that people with disability have equal access to career development opportunities to achieve their career aspirations
2. Support the creation of a culture of inclusion
3. Develop a workplace that attracts people with disability to choose to work at the Office of Sport.

Key achievements for the reporting year included:

- Organisation-wide training for Hiring Managers, supporting the delivery of feedback to applicants through the recruitment process, including recruiting people with disability, conducting appropriate interviews, and workplace adjustments
- Organisation-wide training in Unconscious Bias training with a focus on recognising and understanding the impact of unconscious bias against people with a disability in the workplace
- A review of Human Resource policies to identify any accessibility issues and opportunities for improvement to ensure policies are inclusive of people with a disability.

Reconciliation Action Plan (RAP)

A draft Aboriginal Employment Strategy was prepared in consultation with the RAP Working Group, which comprises all the required actions in the Office's Innovate RAP and focuses on 4 key areas for success:

1. Providing a culturally safe workplace
2. Improving attraction strategies for advertised roles
3. Ongoing review of policies and procedures in Recruitment, Selection, Performance Management, and Training and Development
4. Taking a strategic approach to providing alternative pathways into the Organisation

At the time of publication of this report, the Human Resources team had delivered approximately 98% of their required actions under the Office's Innovate RAP.

Key achievements for the past year include:

- Preparation of the draft Aboriginal Employment Strategy
- Delivery of updated Cultural Competency and Unconscious Bias training for staff
- 5 identified roles were advertised resulting in two new Aboriginal staff members being appointed
- 3 targeted roles were advertised from trainee through to Regional Manager (Grade 11/12 level). Unfortunately none of these roles were able to be filled by Aboriginal candidates
- Development opportunities provided to the existing Aboriginal staff cohort resulting in two members of staff working in higher graded roles
- Additional training and development opportunities delivered for current Aboriginal staff such as participation in an Aboriginal leadership forum, participation, in sector-wide advisory forums and on interview panels
- Review of current identified Role Descriptions in consultation with Aboriginal staff
- Development of guidance for internal hiring managers on recruiting Aboriginal staff

- Development of guidance on applying for roles for Aboriginal and Torres Strait Islander applicants.

The Office is committed to supporting Diversity and Inclusion to foster different perspectives and backgrounds, ensure our staff feel valued, inform better decision-making, and improve performance in the workplace.

Focus areas for workforce diversity in 2023/2024 will include:

- Participation in the NSW Government Disability Internship Program
- Approval and implementation of the draft Aboriginal Employment Strategy
- Revised Performance Development process with a focus on providing ongoing feedback, and recognising and rewarding inclusive behaviours

- Identifying and addressing potential barriers in talent development and ensuring that all employees have equal opportunities to excel and advance within the organisation
- Continued review of HR policies to ensure that they continue to be inclusive and represent the growing diversity of the Office's workforce
- Continuation of training programs such as Unconscious Bias and Hiring Manager training to ensure our managers and staff are informed and equipped to manage diversity and inclusion in the workplace.



Financial Performance



6

Annual Financial Statements

for the year ended 30 June 2023

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INDEPENDENT AUDITOR'S REPORT

Office of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Office of Sport (the Office), which comprise the Statement by the Chief Executive and Chief Financial Officer, the Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Office's financial position, financial performance and cash flows.

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

Basis for Opinion

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

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

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

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

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

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

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

Chief Executive's Responsibilities for the Financial Statements

The Chief Executive is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Chief Executive's responsibility also includes such internal control as the Chief

Executive determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive is responsible for assessing the Office's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

The scope of my audit does not include, nor provide assurance:

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



Mary Yuen
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

31 October 2023
SYDNEY





Financial Highlights 2022/2023

This summary represents the financial performance of the Office of Sport for the year ended 30 June 2023.

Total Expenditure – \$547M

NATURE OF EXPENDITURE

The major expenditure categories for the Office of Sport are grants and subsidies (\$427 million) paid to sporting organisations including registered activity providers, sporting infrastructure and centres of excellence grant programs.

Expenditure also covers employee related expenses (\$55 million) and other operating expenses including maintenance of properties, operating leases, food and catering costs for sport and recreation centres (\$56 million) and depreciation (\$9 million).

The Office's total expenses was \$297 million lower than budget mainly due to carry forward of some grant expenditure into 2023/2024.

Total Revenue - \$561M

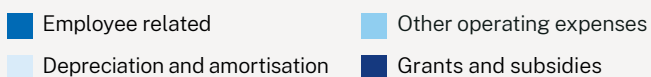
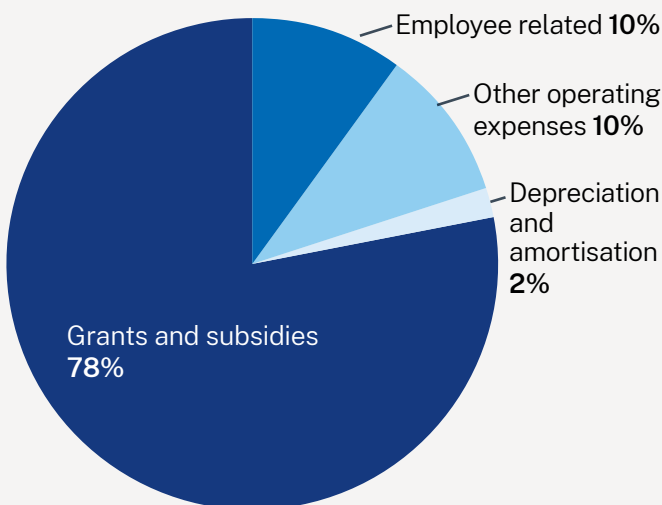
SOURCES OF REVENUE

The principal source of revenue for the Office of Sport is from Government grants and contributions (\$500 million) received mainly from the consolidated fund allocation through the Department of Communities and Justice and the Department of Enterprise, Investment and Trade.

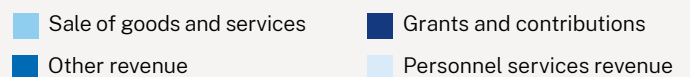
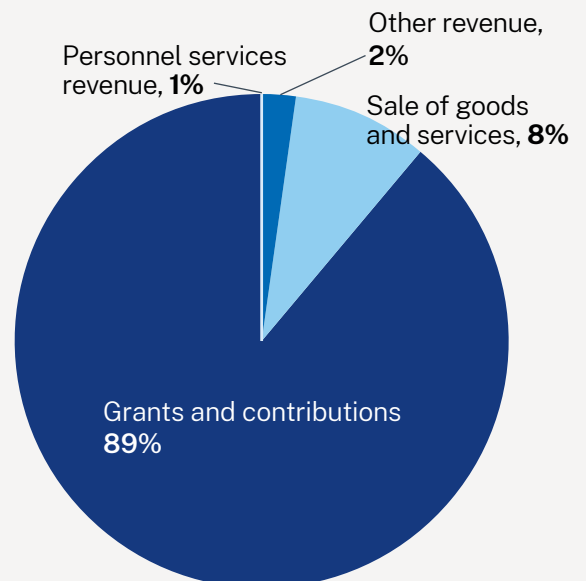
Revenue is also raised from sale of goods and services by providing recreational activities and educational programs (\$45 million). Personnel services-related revenue (\$1 million) was also received for provision of services to the Combat Sports Authority.

The Office's total revenue for 2022/2023 was \$310 million lower than budget mainly due to carry forward of some grant revenue (\$274 million) into 2023/2024. Also contributing to the variation was a one-off payment of \$47 million received in relation to the closure of Myuna Bay Sport and Recreation Centre and development of a new centre at Morisset.

Expenses



Revenue



Financial Statements for the year ended 30 June 2023

Statement by the Chief Executive and Chief Financial Officer

Pursuant to section 7.6 (4) of the *Government Sector Finance Act 2018* ('the Act'), we state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the Government Sector Financial Regulation 2018 and the Treasurer's Directions, and
- present fairly the Office of Sport's financial position, financial performance and cash flows.



Karen Jones
Chief Executive
Office of Sport

Date: 27 October 2023



Sajeev George
Chief Financial Officer
Office of Sport

Date: 27 October 2023

Statement of Comprehensive Income

for the year ended 30 June 2023

| | Notes | BUDGET 2023 \$'000 | ACTUAL 2023 \$'000 | ACTUAL 2022 \$'000 |
|--|-------|--------------------------|--------------------------|--------------------------|
| Expenses excluding losses | | | | |
| Operating expenses | | | | |
| Employee related expenses | 2(a) | 51,427 | 55,039 | 47,450 |
| Other operating expenses | 2(b) | 64,502 | 55,544 | 43,407 |
| Depreciation and amortisation | 2(c) | 9,451 | 8,865 | 11,152 |
| Grants and subsidies | 2(d) | 718,322 | 427,334 | 350,941 |
| Finance costs | 2(e) | 34 | 40 | 131 |
| Total Expenses excluding losses | | 843,736 | 546,822 | 453,081 |
| Revenue | | | | |
| Sale of goods and services from contracts with customers | | | | |
| | 3(a) | 40,480 | 45,299 | 18,310 |
| Investment revenue | 3(b) | 41 | 1,995 | 1,461 |
| Grants and contributions | 3(c) | 773,924 | 499,508 | 345,235 |
| Acceptance by the Crown of employee benefits and other liabilities | 3(d) | 1,974 | 870 | (398) |
| Personnel services revenue | 3(e) | - | 1,271 | 1,233 |
| Other revenue | 3(f) | 54,500 | 11,825 | 59,604 |
| Total Revenue | | 870,919 | 560,768 | 425,445 |
| Operating result | | 27,183 | 13,946 | (27,636) |
| Gain/(Losses) on disposal of non-current assets | 4 | - | (44) | (18) |
| Other Gains/(Losses) | 5 | 64 | (506) | 371 |
| Net Result | | 27,247 | 13,396 | (27,283) |
| Other comprehensive income | | | | |
| <i>Items that will not be reclassified to net result in subsequent periods</i> | | | | |
| Net increase in property, plant and equipment revaluation surplus | 10 | - | 9,211 | 10,914 |
| Total other comprehensive income | | - | 9,211 | 10,914 |
| TOTAL COMPREHENSIVE INCOME | | 27,247 | 22,607 | (16,369) |

The accompanying notes form part of these financial statements.

Statement of Financial Position

for the year ended 30 June 2023

| | Notes | BUDGET 2023 \$'000 | ACTUAL 2023 \$'000 | ACTUAL 2022 \$'000 |
|--------------------------------------|---------|--------------------------|--------------------------|--------------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Cash and cash equivalents | 7 | 49,182 | 80,229 | 37,693 |
| Receivables | 8 | 20,035 | 38,938 | 64,583 |
| Inventories | 9 | - | 239 | 195 |
| Total Current Assets | | 69,217 | 119,406 | 102,471 |
| Non-Current Assets | | | | |
| Receivables | 8 | 2,703 | 2,004 | 2,298 |
| Property, plant and equipment | 10 & 13 | | | |
| Land and buildings | | 184,617 | 174,156 | 179,591 |
| Leasehold improvements | | - | 14,411 | 548 |
| Plant and equipment | | 12,591 | 12,910 | 11,008 |
| Total property, plant and equipment | | 197,208 | 201,477 | 191,147 |
| Right-of-use assets | 11 | 406 | 203 | 362 |
| Intangible assets | 12 | 1,314 | 35 | 282 |
| Total Non-Current Assets | | 201,631 | 203,719 | 194,089 |
| Total Assets | | 270,848 | 323,125 | 296,560 |
| LIABILITIES | | | | |
| Current Liabilities | | | | |
| Payables | 14 | 8,363 | 25,770 | 21,456 |
| Lease liabilities | 15 | 3,460 | 114 | 160 |
| Provisions | 16 | 7,014 | 8,123 | 8,102 |
| Other current liabilities | 17 | 1,118 | 116 | 108 |
| Total Current Liabilities | | 19,955 | 34,123 | 29,826 |
| Non-Current Liabilities | | | | |
| Lease liabilities | 15 | (153) | 95 | 208 |
| Provisions | 16 | 1,063 | 966 | 1,076 |
| Other non-current liabilities | 17 | 389 | 646 | 762 |
| Total Non-Current Liabilities | | 1,299 | 1,707 | 2,046 |
| Total Liabilities | | 21,254 | 35,830 | 31,872 |
| Net Assets | | 249,594 | 287,295 | 264,688 |
| EQUITY | | | | |
| Reserves | | 60,376 | 70,246 | 61,035 |
| Accumulated funds | | 189,218 | 217,049 | 203,653 |
| Total Equity | | 249,594 | 287,295 | 264,688 |

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

for the year ended 30 June 2023

| | Notes | Accumulated Funds \$'000 | Asset Revaluation Surplus \$'000 | Total Equity \$'000 |
|---|-------|--------------------------------|---|------------------------|
| Balance at 1 July 2022 | | 203,653 | 61,035 | 264,688 |
| Net result for the year | | 13,396 | - | 13,396 |
| Other comprehensive income | | | | |
| Net increase / (decrease) in property, plant and equipment | 10 | - | 9,211 | 9,211 |
| Total other comprehensive income | | - | 9,211 | 9,211 |
| Total comprehensive income for the year | | 13,396 | 9,211 | 22,607 |
| Balance at 30 June 2023 | | 217,049 | 70,246 | 287,295 |
| Balance at 1 July 2021 | | 230,936 | 50,121 | 281,057 |
| Net result for the year | | (27,283) | - | (27,283) |
| Other comprehensive income | | | | |
| Net increase / (decrease) in property, plant and equipment | 10 | - | 10,914 | 10,914 |
| Total other comprehensive income | | - | 10,914 | 10,914 |
| Total comprehensive income for the year | | (27,283) | 10,914 | (16,369) |
| Balance at 30 June 2022 | | 203,653 | 61,035 | 264,688 |

The accompanying notes form part of these financial statements.

Statement of Cash Flows

for the year ended 30 June 2023

| | Notes | BUDGET 2023 \$'000 | ACTUAL 2023 \$'000 | ACTUAL 2022 \$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | |
| Payments | | | | |
| Employee related* | | (49,453) | (52,544) | (45,860) |
| Grants and subsidies | | (718,322) | (427,334) | (350,941) |
| Suppliers for goods and services* | | (52,448) | (46,125) | (33,249) |
| Finance costs | | (34) | (40) | (131) |
| Other* | | (5,711) | (230) | (43) |
| Total Payments | | (825,968) | (526,273) | (430,224) |
| Receipts | | | | |
| Sale of goods and services | | 40,480 | 71,768 | 21,931 |
| Interest received | | 41 | 33 | 35 |
| Grants and contributions | | 773,924 | 499,508 | 345,235 |
| Other | | 48,221 | 7,331 | 10,339 |
| Total Receipts | | 862,666 | 578,640 | 377,540 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 22 | 36,698 | 52,367 | (52,684) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Advance repayments | | 288 | - | - |
| Proceeds from sale of property, plant and equipment | | - | - | 14 |
| Purchases of property, plant and equipment | | (15,616) | (9,564) | (5,658) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | | (15,328) | (9,564) | (5,644) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | |
| Proceeds from borrowings and advances | | - | (108) | 870 |
| Repayment of principal portion of lease liabilities | | (56) | (159) | (2,159) |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | | (56) | (267) | (1,289) |
| NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS | | 21,314 | 42,536 | (59,617) |
| Opening cash and cash equivalents | | 27,868 | 37,693 | 97,310 |
| CLOSING CASH AND CASH EQUIVALENTS | 7 | 49,182 | 80,229 | 37,693 |

The accompanying notes form part of these financial statements.

*The Office has reclassified Employee related, Suppliers for goods and services and Other payments in 2021-22 to align with 2022-23 presentation.

Outcome Group Statements

for the year ended 30 June 2023

| EXPENSES AND INCOME | OUTCOME GROUP 1* | | OUTCOME GROUP 2* | | TOTAL | |
|--|-------------------------------|-----------------|--------------------|--------------|----------------|-----------------|
| | SPORT AND RECREATION SERVICES | | PERSONNEL SERVICES | | | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Expenses excluding losses | | | | | | |
| Operating expenses | | | | | | |
| Employee related | 53,768 | 46,217 | 1,271 | 1,233 | 55,039 | 47,450 |
| Other operating expenses | 55,544 | 43,407 | - | - | 55,544 | 43,407 |
| Depreciation and amortisation | 8,865 | 11,152 | - | - | 8,865 | 11,152 |
| Grants and subsidies | 427,334 | 350,941 | - | - | 427,334 | 350,941 |
| Finance costs | 40 | 131 | - | - | 40 | 131 |
| Total Expenses excluding losses | 545,551 | 451,848 | 1,271 | 1,233 | 546,822 | 453,081 |
| Revenue | | | | | | |
| Sale of goods and services | 45,299 | 18,310 | - | - | 45,299 | 18,310 |
| Investment revenue | 1,995 | 1,461 | - | - | 1,995 | 1,461 |
| Grants and contributions | 499,508 | 345,235 | - | - | 499,508 | 345,235 |
| Acceptance by the Crown of employee benefits and other liabilities | 870 | (398) | - | - | 870 | (398) |
| Other revenue | 11,825 | 59,604 | - | - | 11,825 | 59,604 |
| Personnel services revenue | - | - | 1,271 | 1,233 | 1,271 | 1,233 |
| Total Revenue | 559,497 | 424,212 | 1,271 | 1,233 | 560,768 | 425,445 |
| Other Gains/(Losses) | (506) | 371 | - | - | (506) | 371 |
| Gain/(Loss) on disposal | (44) | (18) | - | - | (44) | (18) |
| Net result | 13,396 | (27,283) | - | - | 13,396 | (27,283) |
| Other comprehensive income | | | | | | |
| Net increase in property, plant and equipment revaluation surplus | 9,211 | 10,914 | - | - | 9,211 | 10,914 |
| Total other comprehensive income | 9,211 | 10,914 | - | - | 9,211 | 10,914 |
| TOTAL COMPREHENSIVE INCOME | 22,607 | (16,369) | - | - | 22,607 | (16,369) |

*The names and purposes of each outcome group are summarised in Note 6.

Outcome Group Statements

for the year ended 30 June 2023

| ASSETS AND LIABILITIES | OUTCOME GROUP 1* | | OUTCOME GROUP 2* | | TOTAL | |
|--------------------------------------|-------------------------------|----------------|--------------------|----------|----------------|----------------|
| | SPORT AND RECREATION SERVICES | | PERSONNEL SERVICES | | | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | | | |
| Current Assets | | | | | | |
| Cash and cash equivalents | 80,229 | 37,693 | - | - | 80,229 | 37,693 |
| Receivables | 38,938 | 64,583 | - | - | 38,938 | 64,583 |
| Inventories | 239 | 195 | - | - | 239 | 195 |
| Total Current Assets | 119,406 | 102,471 | - | - | 119,406 | 102,471 |
| Non-Current Assets | | | | | | |
| Receivables | 2,004 | 2,298 | - | - | 2,004 | 2,298 |
| Property, plant and equipment | | | | | | |
| Land and buildings | 174,156 | 179,591 | - | - | 174,156 | 179,591 |
| Leasehold improvements | 14,411 | 548 | - | - | 14,411 | 548 |
| Plant and equipment | 12,910 | 11,008 | - | - | 12,910 | 11,008 |
| Total property, plant and equipment | 201,477 | 191,147 | - | - | 201,477 | 191,147 |
| Right-of-use assets under leases | 203 | 362 | - | - | 203 | 362 |
| Intangibles | 35 | 282 | - | - | 35 | 282 |
| Total Non-Current Assets | 203,719 | 194,089 | - | - | 203,719 | 194,089 |
| Total Assets | 323,125 | 296,560 | - | - | 323,125 | 296,560 |
| LIABILITIES | | | | | | |
| Current Liabilities | | | | | | |
| Payables | 25,770 | 21,456 | - | - | 25,770 | 21,456 |
| Lease liabilities | 114 | 160 | - | - | 114 | 160 |
| Provisions | 8,123 | 8,102 | - | - | 8,123 | 8,102 |
| Other current liabilities | 116 | 108 | - | - | 116 | 108 |
| Total Current Liabilities | 34,123 | 29,826 | - | - | 34,123 | 29,826 |
| Non-Current Liabilities | | | | | | |
| Lease liabilities | 95 | 208 | - | - | 95 | 208 |
| Provisions | 966 | 1,076 | - | - | 966 | 1,076 |
| Other non-current liabilities | 646 | 762 | - | - | 646 | 762 |
| Total Non-Current Liabilities | 1,707 | 2,046 | - | - | 1,707 | 2,046 |
| Total Liabilities | 35,830 | 31,872 | - | - | 35,830 | 31,872 |
| Net Assets | 287,295 | 264,688 | - | - | 287,295 | 264,688 |

*The names and purposes of each outcome group are summarised in Note 6.

Outcome Group Statements

for the year ended 30 June 2023

| ADMINISTERED EXPENSES AND INCOME | OUTCOME GROUP 1* | | OUTCOME GROUP 2* | | TOTAL | |
|--|-------------------------------|-----------|--------------------|----------|---------------|-----------|
| | SPORT AND RECREATION SERVICES | | PERSONNEL SERVICES | | | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Administered Expenses | - | - | - | - | - | - |
| Administered Income | | | | | | |
| Dubbo Indoor Multisport Facility Grant** | 33,300 | - | - | - | 33,300 | - |
| Consolidated Fund | | | | | | |
| - Taxes, fees and fines*** | 16 | 24 | - | - | 16 | 24 |
| Total Administered Income | 33,316 | 24 | - | - | 33,316 | 24 |
| Administered Income less Expenses | 33,316 | 24 | - | - | 33,316 | 24 |

*The names and purposes of each outcome group are summarised in Note 6.

**The Office, Regional NSW and PCYC entered into a tripartite agreement in 2022-23 to build the Dubbo Indoor Multisport Facility on land owned by Charles Sturt University. On execution of the funding agreement Regional NSW were to remit a cash payment of \$33.3m to the Office (receivable as at 30 June 2023). The Office does not have substantial discretion over the conditions of the cash payment or its use and have disclosed the revenue and receivable as administered income and asset.

***Speedway racing licence fee payable to the Crown

Administered assets and liabilities are disclosed in Note 23.

Notes to the Financial Statements

for the year ended 30 June 2023

1. Statement of Significant Accounting Policies

(A) REPORTING ENTITY

The Office of Sport (the Office) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Office is a not-for-profit entity, as profit is not its principal objective and it has no cash generating units.

The Office comprises the following groups:

- Regional Delivery
- Policy and Planning
- Office of the Chief Executive

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.

On 5 April 2023, the Administrative Arrangements (Administrative Changes – Miscellaneous) Order (No2) 2023 came into effect. The changes effectively meant the Office transferred out of the Enterprise, Investment and Trade cluster and into the Communities and Justice cluster. Grant funding was reallocated on 5 April 2023 from Department of Enterprise and Investment to Department of Communities and Justice with no other financial impact to grant funding other than cluster origin as a result.

These financial statements for the year ended 30 June 2023 have been authorised for issue by the Chief Executive and Chief Financial Officer on 27 October 2023.

(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 Government Sector Finance Act 2018 (the GSF Act); and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment and certain financial assets 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, which is the Office's presentation and functional currency.

(C) IMPACT OF COVID-19

COVID-19 has had no significant impact on revenue generated by centres and venues during 2022-2023 and no additional funding was provided by Treasury (2021-2022: \$18.5 million).

(D) STATEMENT OF COMPLIANCE

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

(E) ADMINISTERED ACTIVITIES

The Office administers, but does not control, certain activities on behalf of the Crown. 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, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered Income' and 'Administered Expense' in the Outcome group statements and 'Administered Assets' and 'Administered Liabilities' in Note 23.

The accrual basis of accounting and applicable

Notes to the Financial Statements

for the year ended 30 June 2023

accounting standards have been adopted.

(F) 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.

(G) COMPARATIVE INFORMATION

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

(H) MYUNA BAY

On 29 March 2019 the Myuna Bay Sport and Recreation Centre, operated by the Office, but the assets owned and recognised by the State Sporting Venues Authority (the Authority) was closed due to safety concerns relating to the nearby Eraring Ash Dam. The Office was advised by Origin Energy Limited that if the dam wall broke in the event of a major earthquake, there would be a significant risk to the Myuna Bay Sport and Recreation Centre. The Minister requested an independent review of the Origin Energy report. On 12 December 2019 it was announced that the decision to close the Centre was reasonable and that the Centre would be permanently closed. This has resulted in the Centre buildings value being impaired to nil (impact \$9.88 million) and the land impaired to \$0.6 million (impact \$2.9 million). The financial impact of these impairments have been recognised in the 2020-21

financial statements of the Authority.

On 3 June 2022 an agreement for a compensation payment was executed between the Office and Origin Energy. As per this agreement a compensation payment was received on 24 June 2022 and the second instalment was received on 16 September 2022. In accordance with the requirements of AASB 116, the compensation for impairment or loss was recognised in the Office's financial statements as at 30 June 2022.

The NSW Government is currently undertaking planning and consultation to determine the design and scope of a new centre at Morisset. The Office will record expenses in work in progress, and after project completion the asset will be capitalised in the Office/ Authority balance sheets after consulting with key stakeholders and Executive approval.

(I) JINDABYNE SPORT AND RECREATION CENTRE

The Office on behalf of the Authority have entered into agreements with the following third parties in relation to the Jindabyne Sport and Recreation Centre:

- Snow Australia for the development of the National Snowsport Training Centre (10 July 2023);
- Snowy Mountains BMX Club ("SMBC") for the development of the Snowy Mountains BMX Club Facility (3 February 2020);
- TAFE NSW ("TAFE") for the development of the TAFE NSW Connected Learning Centre (7 March 2022);
- NSW Biathlon Association ("BA") for the development of Biathlon NSW Facility (26 July 2022); and
- Department of Education ("DoE") for an Access and Works Licence pertaining to land owned by the Authority (30 May 2023).

The Office has assessed the arrangements and appropriate accounting entries are incorporated in the financial statements in compliance with relevant accounting standards and financial reporting guidelines.

(J) SUPERANNUATION ON ANNUAL LEAVE

Notes to the Financial Statements

for the year ended 30 June 2023

LOADING

The Office has determined that it is not probable a liability arises to pay superannuation on annual leave loading. This position has been formed based on current inquiries, other information currently available to management, and after considering the facts from a decision in the Federal Court of Australia: *Finance Sector Union of Australia v Commonwealth Bank of Australia* [2022] FedCFamC2G 409. That decision confirmed that, in relation to the industrial agreement considered in that case, annual leave loading did not form part of ordinary time earnings and therefore, did not require superannuation contributions to be made under superannuation guarantee legislation because the obligation to pay annual leave loading was not referable to ordinary hours of work or to ordinary rates of pay. Rather, it was paid by reference to the period of annual leave, and for the purpose of compensating employees for their loss of opportunity to work additional hours at higher rates during this period.

This position will be re-assessed in future reporting periods as new information comes to light on this matter.

(K) CHANGES IN ACCOUNTING POLICIES, INCLUDING NEW OR REVISED AUSTRALIAN ACCOUNTING STANDARDS (AAS)

The accounting policies applied in 2022-2023 are consistent with those of the previous financial year.

(i) Effective for the first time in 2022-2023

- *AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- *AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- *AASB 2021-7a Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]*
- *AASB 2022-3 Amendments to Australian*

Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15

The introduction of these new or revised Australian Accounting Standards did not have an impact on the financial statements.

(ii) Issued but not yet effective

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

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

- *AASB 17 Insurance Contracts*
- *AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- *AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates*
- *AASB 2021-5 Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- *AASB 2021-6 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*
- *AASB 2021-7b Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- *ASB 2021-7c Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- *AASB 2022-1 Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information*

Notes to the Financial Statements

for the year ended 30 June 2023

- AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants
- AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards
- AASB 2022-8 Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments
- AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector
- AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

The impact of these Standards in the period of initial application is not expected to materially affect the financial statements.

2. Expenses excluding losses

(a) Employee related expenses

| | 2023 | 2022 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Salaries and wages (including annual leave) | 46,411 | 40,939 |
| Superannuation - defined benefit plans | 212 | 268 |
| Superannuation - defined contribution plans | 4,032 | 3,616 |
| Long service leave* | 579 | (940) |
| Workers' compensation insurance | 1,176 | 1,389 |
| Payroll tax and fringe benefit tax | 2,629 | 2,178 |
| | 55,039 | 47,450 |

*The 2021-22 negative long service leave balance was due to a \$1.9 million gain in the present value of long service leave liability assumed by the Crown as a result of the increasing bond rates in 2021-22.

Notes to the Financial Statements

for the year ended 30 June 2023

2. Expenses excluding losses (cont'd)

(a) Employee related expenses (cont'd)

Employee related expenses of \$107,604 (FY22: \$102,838) have been capitalised in various capital works and therefore excluded from the above.

(b) Other operating expenses include the following:

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Auditor's remuneration | | |
| - audit of the financial statements | 292 | 217 |
| Operating lease rental expense - minimum lease payments | 308 | 917 |
| Expenses relating to short-term leases | 148 | 164 |
| Maintenance* | 6,144 | 5,227 |
| Advertising and publicity | 2,375 | 780 |
| Program expenses | 1,347 | 2,147 |
| Materials and supplies | 1,430 | 646 |
| Insurance | 842 | 775 |
| Food and catering - sport and recreation centre programs | 2,974 | 1,221 |
| Merchandise and souvenirs | 771 | 471 |
| State Sporting Venues Authority in-kind variable lease expenses** | 6,520 | 6,285 |
| Utilities | 1,745 | 1,500 |
| Cleaning | 3,555 | 2,741 |
| Consultants | 796 | 1,654 |
| Contract services | 16,198 | 10,754 |
| Motor vehicle expenses | 519 | 366 |
| Telephones and postage | 627 | 582 |
| Information technology related expenses | 3,029 | 3,247 |
| Program transport | 929 | 269 |
| Printing and stationery | 105 | 95 |
| Minor equipment | 1,587 | 984 |
| Training | 463 | 419 |
| Travel and accommodation | 354 | 113 |
| Sponsorship | 1,053 | 27 |
| Security | 723 | 848 |
| Other | 710 | 958 |
| | 55,544 | 43,407 |
| | 2023 | 2022 |
| | \$'000 | \$'000 |
| <i>* Reconciliation - Total maintenance expense</i> | | |
| Maintenance expense - contracted labour and other (non-employee related), as above | 6,144 | 5,227 |
| Employee related maintenance expense included in Note 2(a) | 3,252 | 2,533 |
| Total maintenance expenses included in Notes 2(a) and Note 2(b) | 9,396 | 7,760 |

**The Office maintains the land and buildings of the the 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 variable lease expenses and an equal revenue (Refer Note 3f).

Recognition and Measurement

Maintenance expense

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

Notes to the Financial Statements

for the year ended 30 June 2023

2. Expenses excluding losses (cont'd)

Recognition and Measurement (cont'd)

Insurance

The entity'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 claims experience.

Lease expense

The Office recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term. i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.

Variable lease payments not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

(c) Depreciation and amortisation expense

| | 2023 \$'000 | 2022 \$'000 |
|---------------------|----------------|----------------|
| Depreciation | | |
| Buildings | 7,257 | 6,961 |
| Plant and equipment | 1,365 | 1,989 |
| Right of use assets | 159 | 2,112 |
| | <u>8,781</u> | <u>11,062</u> |
| Amortisation | | |
| Intangibles | 84 | 90 |
| | <u>8,865</u> | <u>11,152</u> |

Refer Note 10, 11 and 12 for recognition and measurement policies on depreciation and amortisation expense.

(d) Grants and subsidies

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Government sector: | | |
| Grants to agencies within the Sport portfolio | 31,842 | 22,509 |
| Grants to other government agencies* | - | 24,200 |
| Other: | | |
| Grants to sporting organisations | 24,792 | 19,576 |
| Active Kids voucher program | 124,145 | 93,765 |
| First Lap voucher program | 11,676 | 14,392 |
| Centres of Excellence grant programs | 55,984 | 46,296 |
| Other sporting infrastructure grant programs | 156,256 | 87,865 |
| Community Sport Recovery Package** | - | 17,329 |
| Sport Facility capital grants program | 22,639 | 25,009 |
| | <u>427,334</u> | <u>350,941</u> |

*2021-22 included a contribution to Venues NSW for Sydney Football Stadium redevelopment (\$17.5 million) and the Hunter Park business case (\$6.7 million).

**Community Sport Recovery Package was a one-off grant payment in 2021-22

Notes to the Financial Statements

for the year ended 30 June 2023

2. Expenses excluding losses (cont'd)

(d) Grants and subsidies (cont'd)

Recognition and Measurement

Grants and subsidies

Grants and subsidies are recognised as expenses when the Office transfers control of the contribution. Control is deemed to have transferred when the grant is paid or payable.

(e) Finance costs

| | 2023 | 2022 |
|------------------|-----------|------------|
| | \$'000 | \$'000 |
| Interest expense | 40 | 131 |
| | <u>40</u> | <u>131</u> |

Recognition and Measurement

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW General Government Sector entities.

3. Revenue

Recognition and Measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer as defined by AASB 15 *Revenue from Contracts with Customers*.

(a) Sale of goods and services from contracts with customers

| Rendering of services | 2023 | 2022 |
|---|----------------------|----------------------|
| | \$'000 | \$'000 |
| Participation opportunity programs | 121 | 686 |
| Vacation programs | 579 | 387 |
| Recreational user charges | 36,573 | 11,663 |
| Registration fees | 1,884 | 1,669 |
| Transport revenue | 930 | 190 |
| Accommodation | 1,537 | 1,484 |
| | <u>41,624</u> | <u>16,079</u> |
| Sale of Goods | | |
| Sale of merchandise, publications and souvenirs | 781 | 648 |
| Facilities and equipment hire | 2,268 | 1,178 |
| Other services | 626 | 405 |
| Total Revenue from Sale of Goods and Services* | <u>45,299</u> | <u>18,310</u> |

*The revenue in 2022/23 has significantly improved as the Office's operations returned to normal compared to 2021-22 where revenue was impacted by COVID-19 lockdowns.

Notes to the Financial Statements

for the year ended 30 June 2023

(a) Sale of goods and services from contracts with customers (cont'd)

| Sales of Goods | |
|---|---|
| Type of Goods | Nature of Timing of Satisfaction of Performance Obligation and Revenue recognition policies |
| Sale of ammunition, targets, food and beverage, merchandise and clothing, facility hire and entry, AV fees and equipment, and vending machine sales | The performance obligation is recognised when the control of the goods is transferred to the customers. Revenue is recognised when the Office satisfies the performance obligation by transferring the promised goods to the customer and is based on the price specified in the contact. No element of financing is deemed present as the sales are made with a short credit term. No volume discount or warranty is provided on the sale. |

| Rendering of Services | |
|--|---|
| Type of Service | Nature of Timing of Satisfaction of Performance Obligation and Revenue recognition policies |
| Participation Opportunity/Vacation Programs - use of centres and venues for school camps, community events, sporting and vacation programs Recreational User Charges - Recreational use of centres and venues Accommodation - Booking for overnight accommodation including bed and breakfast | The performance obligation is satisfied as the participant is provided access to the facilities. Payment from customers are either received in advance or at the time of the service provision. Revenue from rendering of services is recognised when the Office satisfies the performance obligation by providing the promised services. |
| Registration Fees - participant registration fee for centres and venues | The performance obligation is satisfied when the participant has completed the registration and paid the required fee. Revenue from rendering of services is recognised when the Office satisfies the performance obligation by providing the promised services. |
| Transport Revenue - bus and ferry transport to and from centres and venues | The performance obligation is satisfied when the transport services are delivered to the customer. Payments from customers are received in advance of the service provision. Revenue from rendering of services is recognised when the Office satisfies the performance obligation by providing the promised services. |

(b) Investment revenue

| | 2023 | 2022 |
|--|--------------|--------------|
| | \$'000 | \$'000 |
| Interest revenue from financial assets not at fair value through profit and loss | 33 | 35 |
| Rental Income | 1,962 | 1,426 |
| | 1,995 | 1,461 |

Recognition and Measurement

Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired.

Rental income

Rental income arising from operating leases is accounted for on a straight-line basis over the lease term.

(c) Grants and contributions

| | 2023 | 2022 |
|---|----------------|----------------|
| | \$'000 | \$'000 |
| Recurrent grants from principal department* | 456,392 | 336,817 |
| Capital grants from principal department** | 6,211 | 5,593 |
| Other State government agency grants*** | 35,627 | 2,528 |
| Other | 1,278 | 297 |
| | 499,508 | 345,235 |

Notes to the Financial Statements

for the year ended 30 June 2023

(c) Grants and contributions (cont'd)

*Recurrent grants received in 2022-2023 include \$329 million from the Department of Enterprise, Investment and Trade and \$127 million from the Department of Communities and Justice.

**Capital grants received in 2022-2023 include \$3.6 million from the Department of Enterprise, Investment and Trade and \$2.6 million from the Department of Communities and Justice.

***includes \$28.4 million grant from NSW Reconstruction Authority and \$5.6 million grant from Destination NSW

Recognition and Measurement

Income from grants without sufficiently specific performance obligations is recognised when the Office obtains control over the granted assets (e.g. cash).

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

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

| | 2023 \$'000 | 2022 \$'000 |
|----------------------------------|----------------|----------------|
| Superannuation - defined benefit | 212 | 258 |
| Long service leave | 646 | (668) |
| Payroll tax | 12 | 12 |
| | <u>870</u> | <u>(398)</u> |

(e) Personnel services revenue

During 2022-23, the Office provided personnel services to the Combat Sports Authority of New South Wales.

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 22a) includes personnel services provided to the Combat Sports Authority. These expenses are recovered by way of personnel services revenue.

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Salaries and wages (including annual leave) | 1,071 | 1,053 |
| Superannuation - defined contribution plans | 109 | 97 |
| Long service leave | 1 | 3 |
| Workers' compensation insurance | 24 | 27 |
| Payroll tax and fringe benefit tax | 66 | 53 |
| | <u>1,271</u> | <u>1,233</u> |

Personnel services revenue recovered from the following agencies:

| | 2023 \$'000 | 2022 \$'000 |
|-----------------------------|----------------|----------------|
| Combat Sports Authority NSW | 1,271 | 1,233 |
| | <u>1,271</u> | <u>1,233</u> |

(f) Other revenue

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| State Sporting Venues Authority in-kind services | 6,520 | 6,285 |
| Insurance recoveries | 5,247 | 5,910 |
| First time recognition of assets | 58 | - |
| Other* | - | 47,409 |
| | <u>11,825</u> | <u>59,604</u> |

*The 2021-22 figure included compensation received for the closure of Myuna Bay Sport and Recreation Centre.

Notes to the Financial Statements

for the year ended 30 June 2023

3. Revenue (cont'd)

(g) Summary of Compliance

The Department of Enterprise, Investment and Trade was administratively responsible for the Office of Sport up to 4 April 2023. From 5 April 2023, the Department of Communities and Justice is administratively responsible for the Office of Sport as a result of a Machinery of Government (MoG) change.

The *Appropriation Act 2022 (Appropriations Act)* and the subsequent variations appropriates the sum of \$2,990,169,000 to the Minister for Enterprise, Investment and Trade out of the Consolidated Fund for the services of Department of Enterprise, Investment and Trade, and \$19,699,717,000 to the Attorney General out of the Consolidated Fund for the services of the Department of Communities and Justice for the year 2022–2023. The spending authority of the Ministers from the *Appropriations Act* has been delegated or subdelegated to officers of the Department of Enterprise, Investment and Trade, Department of Communities and Justice, and entities that they are administratively responsible for, including the Office of Sport.

The Treasury and Energy Legislation Amendment Act 2022 made some amendments to sections 4.7 and 4.9 of the Government Sector Finance Act 2018 (the GSF Act). These amendments commenced on 14 November 2022 and are applied retrospectively. As a result, the lead Minister for the Office of Sport, being the Minister for Enterprise, Investment and Trade and the Attorney General on and from the MoG changes, is taken to have been given an appropriation out of the Consolidated Fund under the authority section 4.7 of the GSF Act, at the time the Office of Sport receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the Office of Sport. These deemed appropriations are taken to have been given for the services of the Department of Enterprise, Investment and Trade before the MoG changes and the Department of Communities and Justice on and from the MoG changes.

In addition, government money that the Office of Sport receives or recovers, from another GSF agency, of a kind prescribed by the regulations that forms part of the Consolidated Fund, is now capable of giving rise to deemed appropriations where the receiving agency has a different lead Minister to the agency making the payment, or one or both of the agencies is a special office (as defined in section 4.7(8)).

On 16 June 2023, the GSF Amendment (Deemed Appropriations) Regulation 2023 was approved to bring the GSF regulations in line with the above deemed appropriation amendments to the GSF Act.

A summary of compliance is disclosed in the financial statements of the Annual Report of the Department of Enterprise, Investment and Trade and the Department of Communities and Justice. It has been prepared by calculating the separate spending authorities of the Minister for Enterprise, Investment and Trade and the Attorney General for the services of each respective lead department. It reflects the status at the point in time this disclosure statement is being made. Office of Sport's spending authority and expenditure prior to the MoG change is included in the summary of compliance of the Department of Enterprise, Investment and Trade, and after the MoG change in the summary of compliance of the Department of Communities and Justice.

The Office receives grant funding from Department of Communities and Justice which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Bill that is prepared and tabled for that year. The State Budget and related 2023-24 Appropriation Bill was delayed until September 2023. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2023 until the earlier of 30 September 2023 or release of the 2023-24 Appropriation Act

4. Gains / (Losses) on Disposal of Non-Current Assets

| | 2023 | 2022 |
|---------------------------------------|-------------|-------------|
| | \$'000 | \$'000 |
| Written down value of assets disposed | (44) | (18) |
| | <u>(44)</u> | <u>(18)</u> |

Notes to the Financial Statements

for the year ended 30 June 2023

5. Other Gains / (Losses)

| | 2023 | 2022 |
|---|--------------|------------|
| | \$'000 | \$'000 |
| Impairment of receivables | (506) | 187 |
| Derecognition of right-of-use assets and lease liabilities with Property NSW* | - | 184 |
| | <u>(506)</u> | <u>371</u> |

* The net gains (losses) were recognised from the derecognition of the right-of-use asset and lease liability with Property NSW as at 30 June 2022. Please refer to Note 11(a) for further details on the derecognition.

6. Outcome Groups of the Office

(a) Outcome Group 1: Sport and Recreation Services

This Outcome 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) Outcome Group 2: Personnel Services

This Outcome group provides personnel services to the Combat Sports Authority

7. Cash and Cash Equivalents

| | 2023 | 2022 |
|---------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Cash at bank and on hand* | 80,229 | 37,693 |
| | <u>80,229</u> | <u>37,693</u> |

*The 2023 cash balance include \$47 million Myuna Bay compensation fund held for construction of the new centre at Morrisett.

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 period to the Statement of Cash Flows as follows:

| | | |
|---|---------------|---------------|
| Cash and cash equivalents (per Statement of Financial Position) | 80,229 | 37,693 |
| Closing cash and cash equivalents (per Statement of Cash Flows) | <u>80,229</u> | <u>37,693</u> |

Refer Note 24 for details regarding credit risk and market risk arising from financial instruments.

8. Current / Non-Current Assets – Receivables and Loans

| | 2023 | 2022 |
|--|---------------|---------------|
| | \$'000 | \$'000 |
| Current: | | |
| Sale of goods and services | 3,557 | 7,579 |
| Loans receivable - Sporting Grounds Improvement Fund | 304 | 299 |
| Other | - | 45,000 |
| | <u>3,861</u> | <u>52,878</u> |
| Less: Allowance for Expected Credit Losses* | (955) | (444) |
| Prepayments | 14,900 | 9,076 |
| GST receivable | 6,690 | 3,143 |
| Grant receivable from other Government agency | 14,313 | - |
| Other | 129 | (70) |
| | <u>38,938</u> | <u>64,583</u> |

Notes to the Financial Statements

for the year ended 30 June 2023

8. Current / Non-Current Assets – Receivables and Loans (cont'd)

| | | |
|--|--------------|--------------|
| Non-Current: | | |
| Loans receivable - Sporting Grounds Improvement Fund | 2,326 | 2,625 |
| Less: Expected credit losses* | (322) | (327) |
| | <u>2,004</u> | <u>2,298</u> |

* Movement in the allowance for expected credit losses

| | | |
|--|-----------------------|---------------------|
| Balance at beginning of the year | (771) | (958) |
| (Increase) / decrease in allowance recognised in net results | (506) | 187 |
| Balance at the end of the period | <u>(1,277)</u> | <u>(771)</u> |

Refer Note 24 for details regarding credit risk arising from financial instruments.

Recognition and Measurement

The entity recognises a financial asset or a financial liability when, and only when, it becomes a party to the contractual provisions of the instrument. To determine when the agency becomes a party to the contractual provisions of the instrument, the entity considers:

- Whether the entity has a legal right to receive cash (financial asset) or a legal obligation to pay cash (financial liability); or
- Whether at least one of the parties has performed under the agreement

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The Office holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the period when impaired, derecognised or through the amortisation process.

Impairment

The Office recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Office expects to receive, discounted at the original effective interest rate.

For trade receivables, the Office applies a simplified approach in calculating ECLs. The Office recognises a loss allowance based on lifetime ECLs at each reporting date. The Office has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

9. Inventories

| | 2023 \$'000 | 2022 \$'000 |
|------------------|----------------|----------------|
| Held for resale* | 239 | 195 |
| | <u>239</u> | <u>195</u> |

*Comprised of ammunition and store items for the Sydney International Shooting Centre

Notes to the Financial Statements

for the year ended 30 June 2023

9. Inventories (cont'd)

Recognition and Measurement

Inventories held for resale are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount, or any loss of operating capacity due to obsolescence. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value.

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

| | Land and buildings \$'000 | Leasehold improvements \$'000 | Plant and equipment \$'000 | Total \$'000 |
|---|---------------------------------|-------------------------------------|----------------------------------|-----------------|
| At 1 July 2021 - fair value | | | | |
| Gross carrying amount | 291,940 | 2,653 | 28,144 | 322,737 |
| Accumulated depreciation and impairment | (119,985) | (2,058) | (16,984) | (139,027) |
| Net carrying amount | 171,955 | 595 | 11,160 | 183,710 |
| Year ended 30 June 2022 | | | | |
| Net carrying amount at start of year | 171,955 | 595 | 11,160 | 183,710 |
| Additions | 3,580 | 88 | 1,850 | 5,518 |
| Disposals | - | - | (13) | (13) |
| Impairments | (32) | - | - | (32) |
| Transfer from work in progress | 0 | - | - | 0 |
| Revaluation | 10,914 | - | - | 10,914 |
| Depreciation expense | (6,826) | (135) | (1,989) | (8,950) |
| Net Carrying amount at end of year | 179,591 | 548 | 11,008 | 191,147 |
| At 1 July 2022 - fair value | | | | |
| Gross carrying amount | 308,445 | 2,741 | 28,931 | 340,117 |
| Accumulated depreciation and impairment | (128,854) | (2,193) | (17,923) | (148,970) |
| Net Carrying Amount | 179,591 | 548 | 11,008 | 191,147 |
| Year ended 30 June 2023 | | | | |
| Net carrying amount at start of year | 179,591 | 548 | 11,008 | 191,147 |
| Additions | 2,324 | 4,138 | 3,265 | 9,727 |
| Disposals | (6) | - | (38) | (44) |
| Asset identified first time | 58 | - | - | 58 |
| Transfer between Asset classes | (10,224) | 10,224 | - | 0 |
| Transfer from work in progress | (632) | 592 | 40 | 0 |
| Revaluation | 9,211 | - | - | 9,211 |
| Depreciation expense | (6,166) | (1,091) | (1,365) | (8,622) |
| Net Carrying amount at end of the year | 174,156 | 14,411 | 12,910 | 201,477 |
| At 30 June 2023 - fair value | | | | |
| Gross carrying amount | 301,804 | 31,874 | 32,757 | 366,435 |
| Accumulated depreciation and impairment | (127,648) | (17,463) | (19,847) | (164,958) |
| Net carrying amount | 174,156 | 14,411 | 12,910 | 201,477 |

Work in Progress

The value of work in progress relating to land and buildings for the Office is \$6.892 million (2021-22: \$4.766 million) as at 30 June 2023 and this is included in the total property plant and equipment as above to their relevant class.

Notes to the Financial Statements

for the year ended 30 June 2023

10. Non-Current Assets – Property, plant and equipment (cont'd)

Recognition and Measurement

Acquisition of property, plant and equipment

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

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. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Capitalisation thresholds

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

Restoration costs

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

Depreciation of property, plant and equipment

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

All material identifiable components of property, plant and equipment are depreciated separately over their useful lives. Land is not a depreciable asset.

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

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

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

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the NSW Treasury Policy 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 21-09) and Treasurer's Direction (TD21-05). 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.

Notes to the Financial Statements

for the year ended 30 June 2023

10. Non-Current Assets – Property, Plant and Equipment (cont'd)

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

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 13 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. A comprehensive revaluation of land and buildings was completed by Colliers International as at 31 March 2023 and the revised valuation amounts are included in the financial statements. The land increased by \$99,000 and the value of the buildings increased by \$6.4 million, increasing the total value of land and buildings by \$6.5 million.

An indexation assessment of land and buildings was carried out by Colliers International as at 30 June 2023 increasing land value by \$24,000 and building by \$2.7 million, increasing the total land and building value by \$2.7 million.

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

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

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

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

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

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of property, plant and equipment, but not otherwise.

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

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

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.

Notes to the Financial Statements

for the year ended 30 June 2023

10. Non-Current Assets – Property, Plant and Equipment (cont'd)

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

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

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

11. Leases

(a) Entity as a lessee

The Office leases various motor vehicles and lease contracts are typically made for fixed periods of one to five years, but have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The entity does not provide residual value guarantees in relation to leases.

The Office has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short term leases are leases with a lease term of 12 months or less.

(b) Right-of-use assets under leases

The following tables presents right-of-use assets that are not included in the carrying amounts of property, plant and equipment in Note 10:

| | Buildings \$'000 | Plant and equipment \$'000 | Total \$'000 |
|-------------------------------------|---------------------|----------------------------------|-----------------|
| Balance at 1 July 2022 | - | 362 | 362 |
| Depreciation expense | - | (159) | (159) |
| Balance at 30 June 2023 | - | 203 | 203 |
| Balance at 1 July 2021 | 8,442 | 449 | 8,891 |
| Additions | - | 108 | 108 |
| Depreciation expense | (1,917) | (195) | (2,112) |
| Derecognition of right-of-use-asset | (6,525) | - | (6,525) |
| Balance at 30 June 2022 | - | 362 | 362 |

(c) Lease liabilities

The following table presents liabilities under leases:

| | 2023 \$'000 | 2022 \$'000 |
|---------------------------------------|----------------|----------------|
| Balance at start of the period | 368 | 9,052 |
| Interest expenses | (2) | (131) |
| Payments | (123) | (1,844) |
| Derecognition of lease liabilities | - | (6,709) |
| Balance at end of the period | 243 | 368 |

Notes to the Financial Statements

for the year ended 30 June 2023

11. Leases (cont'd)

(d) Right-of-use expenses under leases

The following amounts were recognised in the statement of comprehensive income for the current and prior periods:

| | 2023 | 2022 |
|--|---------------|---------------|
| | \$'000 | \$'000 |
| Depreciation expense of right-of-use assets | 159 | 2,112 |
| Interest expense on lease liabilities | 2 | 131 |
| Expense relating to short-term leases | 148 | 164 |
| Variable lease payments, not included in the measurement of lease liabilities* | 6,520 | 6,285 |
| Gains or losses arising from derecognising the right-of-use assets and lease liabilities with Property NSW | - | 184 |
| Total amount recognised in the statement of comprehensive income | 6,829 | 8,876 |

* Variable lease payments include the in-kind amount recognised for the Office maintaining the Authority's land and buildings, in return obtaining a right-of-use.

Recognition and Measurement

The Office assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Office recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

The Office recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at cost, comprising of the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site. Right-of-use assets are measured at cost. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Office at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to revaluation (except for those arising from leases that have significantly below-market terms and conditions principally to enable the Office to further its objectives in note iv below) and impairment.

Subsequent measurement of the right-of-use asset

After the commencement date, a lessee shall measure the right-of-use asset applying a cost model. The Office shall measure the right-of-use asset at cost less any accumulated impairment losses; and adjusted for any remeasurement of the lease liability.

ii. Lease liabilities

At the commencement date of the lease, the Office recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the Office; and
- payments of penalties for terminating the lease, if the lease term reflects the Office exercising the option to terminate.

Notes to the Financial Statements

for the year ended 30 June 2023

11. Leases (cont'd)

(d) Right-of-use expenses under leases

ii. Lease liabilities (cont'd)

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Office's leases, the lessee's incremental borrowing rate is used, being the rate that the Office would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Subsequent measurement of the lease liability

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Office's lease liabilities are included in Note 15.

iii. Short-term leases and leases of low-value assets

The Office applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

iv. Leases that have significantly below-market terms and conditions principally to enable the Office to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the Office to further its objectives, are measured at cost. These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. They are not subject to revaluation.

v. Entity as a lessor

The Office leases its own buildings and the Authority's buildings to third parties under a service level agreement. The lease arrangements are operating leases with rental received monthly.

Lessor for operating leases

Future minimum rentals receivable (undiscounted) under non-cancellable operating leases as at 30 June 2023 are as follows:

| | 2023 \$'000 | 2022 \$'000 |
|------------------------------|----------------|----------------|
| Within one year | 449 | 517 |
| Later than one year | 294 | 284 |
| Two to three years | 225 | 213 |
| Three to four years | 43 | 193 |
| Four to five years | 43 | 33 |
| Later than five years | 490 | 398 |
| Total (excluding GST) | 1,544 | 1,638 |

Notes to the Financial Statements

for the year ended 30 June 2023

11. Leases (cont'd)

Recognition and Measurement

Lessor for operating leases

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the Statement of Comprehensive Income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

12. Intangible Assets

| | Software \$'000 |
|--|----------------------------|
| At 1 July 2021 - cost | |
| Gross carrying amount | 6,033 |
| Accumulated amortisation and impairment | <u>(5,825)</u> |
| Net carrying amount | <u>208</u> |
| Year ended 30 June 2022 | |
| Net carrying amount at beginning of year | 208 |
| Additions | 1 |
| Amortisation (recognised in 'depreciation and amortisation') | <u>(90)</u> |
| Net carrying amount at end of year | <u>119</u> |
| At 1 July 2022 - cost | |
| Gross carrying amount | 6,033 |
| Accumulated amortisation and impairment | <u>(5,914)</u> |
| Net carrying amount | <u>119</u> |
| Year ended 30 June 2023 | |
| Net carrying amount at beginning of year | 119 |
| Additions | - |
| Amortisation (recognised in 'depreciation and amortisation') | <u>(84)</u> |
| Net carrying amount at end of the year | <u>35</u> |
| As at 30 June 2023 - cost | |
| Gross carrying amount | 497 |
| Accumulated amortisation and impairment | <u>(462)</u> |
| Net carrying amount | <u>35</u> |

Intangibles Work in Progress

| | 2023 \$'000 | 2022 \$'000 |
|---|------------------------|------------------------|
| Net carrying amount at start of year | 163 | 132 |
| Additions | - | 31 |
| Write off | (163) | - |
| Transfer to intangibles | - | - |
| Net carrying amount at end of year | <u>-</u> | <u>163</u> |

Non-Current Assets – Intangibles and Intangibles Work in Progress

| | | |
|------------------|------------------|-------------------|
| Intangibles | 35 | 119 |
| Work in progress | - | 163 |
| | <u>35</u> | <u>282</u> |

Notes to the Financial Statements

for the year ended 30 June 2023

12. Intangible Assets (cont'd)

Recognition and Measurement

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. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If 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 useful lives of intangible assets are assessed to be finite.

The Office's intangible assets are amortised using the straight-line method over a period of 4-10 years. The amortisation period and method are reviewed at the end of each reporting period.

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.

13. Fair value measurement of non-financial assets

Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

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 entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity 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.

(a) Fair value hierarchy

| 2023 | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Total Fair Value \$'000 |
|--|-------------------|-------------------|-------------------|-------------------------------|
| Property, plant and equipment (Note 10) | | | | |
| Land and buildings | - | 34,484 | 139,672 | 174,156 |
| Total | - | 34,484 | 139,672 | 174,156 |
| | | | | |
| 2022 | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Total Fair Value \$'000 |
| Property, plant and equipment (Note 10) | | | | |
| Land and buildings | - | 34,360 | 145,231 | 179,591 |
| Total | - | 34,360 | 145,231 | 179,591 |

There were no transfers between Level 1, 2 or 3 during the period.

Notes to the Financial Statements

for the year ended 30 June 2023

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

(a) Fair value hierarchy (cont'd)

Valuation Techniques, Input and Processes

The Office's assets are specialised with unobservable input hierarchy due to a lack of market evidence. Depreciated replacement cost (DRC) was used to value the Office's building assets. When DRC is used, they are classified as level 3 input. The Office engages external, independent valuers to perform the valuation of property assets required for financial reporting purposes. The valuation reports are reviewed by management before adjustments are made to the carrying value of land and building assets.

The methods and valuation techniques used for the purpose of measuring fair value are unchanged compared to the previous reporting period.

(b) Reconciliation of recurring Level 3 fair value measurements

| | Land and buildings | Total recurring Level 3 fair value |
|--------------------------------------|-----------------------|---|
| | \$'000 | \$'000 |
| 2023 | | |
| Fair value as at 1 July 2022 | 179,591 | 145,231 |
| Additions | 2,324 | 2,324 |
| Disposals | (6) | (6) |
| Assets identified first time | 58 | 58 |
| Transfer from work in progress | (632) | (632) |
| Transfer between Asset class | (10,224) | (10,224) |
| Net revaluation increment | 9,211 | 9,087 |
| Depreciation | (6,166) | (6,166) |
| Fair value as at 30 June 2023 | 174,156 | 139,672 |
| | | |
| | Land and buildings | Total recurring Level 3 fair value |
| | \$'000 | \$'000 |
| 2022 | | |
| Fair value as at 1 July 2021 | 171,955 | 139,960 |
| Additions | 3,580 | 3,580 |
| Impairments | (32) | (32) |
| Net revaluation increment | 10,914 | 8,549 |
| Depreciation | (6,826) | (6,826) |
| Fair value as at 30 June 2022 | 179,591 | 145,231 |

Notes to the Financial Statements

for the year ended 30 June 2023

14. Current Liabilities – Payables

| | 2023 | 2022 |
|--------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Accrued salaries, wages and on-costs | 1,285 | 1,009 |
| Creditors | 1,120 | 2,933 |
| Accrued expenses | 4,450 | 7,295 |
| Unearned revenue | 10,450 | 8,712 |
| Other payables | 8,465 | 1,507 |
| | 25,770 | 21,456 |

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in Note 24.

Recognition and Measurement

Payables represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised net result when the liabilities are derecognised as well as through the amortisation process.

15. Current / Non-Current Liabilities – Lease liabilities

| | 2023 | 2022 |
|--------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Current | | |
| Lease liabilities | 114 | 160 |
| | 114 | 160 |
| Non-Current | | |
| Lease liabilities | 95 | 208 |
| | 95 | 208 |

Recognition and Measurement

Lease liabilities are determined in accordance with AASB 16 (Refer to Note 11(ii)).

Notes to the Financial Statements

for the year ended 30 June 2023

16. Current / Non-Current Liabilities – Provisions

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Current | | |
| Employee benefits and related on-costs | | |
| Annual leave | 6,925 | 6,271 |
| On-costs | 1,160 | 1,793 |
| | <u>8,085</u> | <u>8,064</u> |
| Current annual leave obligations expected to be settled after 12 months | 4,323 | 4,968 |
| Current long service leave obligations expected to be settled after 12 months | 2,466 | 1,677 |
| | <u>6,789</u> | <u>6,645</u> |
| Other provisions | 38 | 38 |
| | <u>8,123</u> | <u>8,102</u> |
| Non-Current | | |
| Employee benefits and related on-costs | | |
| On-costs | 172 | 173 |
| | <u>172</u> | <u>173</u> |
| Other Provisions | | |
| Restoration costs - Leasehold accommodation | 794 | 903 |
| Total Provisions Non-current | <u>966</u> | <u>1,076</u> |

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 2020 to 30 June 2031 for various agreements.

| | | |
|--|--------------|--------------|
| Employee benefits and related on-costs | | |
| Provisions - current | 8,085 | 8,064 |
| Provisions - non-current | 172 | 173 |
| Accrued salaries, wages and on-costs (Note 14) | 1,285 | 1,009 |
| | <u>9,542</u> | <u>9,246</u> |

Movement in provisions (other than employee benefits)

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

Provision for restoration costs and other provisions:

| | | |
|--|------------|------------|
| Carrying amount at the beginning of financial year | 940 | 921 |
| Additional provisions recognised | (107) | 19 |
| Carrying amount at end of financial year | <u>833</u> | <u>940</u> |

Recognition and Measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

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 period 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).

Notes to the Financial Statements

for the year ended 30 June 2023

16. Current / Non-Current Liabilities – Provisions (cont'd)

Recognition and Measurement (cont'd)

Employee benefits and related on-costs (cont'd)

Salaries and wages, annual leave and sick leave (cont'd)

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 8.4% (2021-22 8.4%) 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.

All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement.

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.

Long service leave and superannuation

The Office's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. 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 of employee benefits and other liabilities'.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

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.

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.

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 3.19% (2021-22: 3.66%), which is the Australian Government 3 year bond rate on 30 June 2023 that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of the discount rate) is recognised as a finance cost.

Notes to the Financial Statements

for the year ended 30 June 2023

17. Current / Non-Current Liabilities – Other liabilities

| | 2023 \$'000 | 2022 \$'000 |
|--------------------------------|----------------|----------------|
| Current | | |
| Other current liabilities | 116 | 108 |
| | <u>116</u> | <u>108</u> |
| Non-Current | | |
| Other non-current liabilities* | 646 | 762 |
| | <u>646</u> | <u>762</u> |

*Government Finance Facility (GFF) loan of \$762,000 received for installation of solar panel system across 12 sites

18. Commitments

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Capital Commitments | | |
| Aggregate capital expenditure contracted for the acquisition of property, plant and equipment at balance date and not provided for: | | |
| Within one year* | 402 | 6,633 |
| Total (including GST) | <u>402</u> | <u>6,633</u> |

*includes \$215,000 (inc GST) capital commitment made on behalf of the Authority at 30 June 2023.

19. Contingent Liabilities and Contingent Assets

Contingent Liabilities

The following items are considered as contingent liabilities as at 30 June 2023.

Native Title Claim:

On 27 February 2009 and 6 February 2012, applications were made under the *Native Title Act (Commonwealth) 1993* over areas 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.

Contingent Assets

There are no known contingent assets as at 30 June 2023.

Notes to the Financial Statements

for the year ended 30 June 2023

20. Budget Review

The budget amounts are drawn from the original budget 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 budget and the actual amounts disclosed in the financial statements are explained below.

Net result

Total Comprehensive Income is a surplus of \$22.6 million compared to a budget surplus of \$27.2 million, a negative variance of \$4.6 million. The variance mainly consists of lower revenue of \$310.2 million partly offset by lower expenses of \$296.9 million, and a net increase in property, plant and equipment revaluation surplus of \$9.2 million compared to the original budget.

The lower revenue is attributed to:

- Lower grants and contributions of \$274.4 million mainly attributed to lower cluster grants of \$290.3 million partly offset by higher other grant revenue of \$15.9 million. Lower cluster grant revenue is mainly attributed to carry forward funding for deferred grant expenses.
- Higher sale of goods and services of \$4.8 million mainly due to higher than budgeted revenue generated at the Centres and Venues.
- Lower other revenue of \$42.7 million mainly due to the Origin Energy compensation of \$47 million for the closure of Myuna Bay Sport and Recreation Centre recognised in 2021-22.

The lower expenses are mainly attributed to:

- Lower grants and subsidies expense of \$291 million mainly due to deferred grant payments of \$301.8 million and lower First Lap Program grants of \$8.3 million. The underspends are offset by higher Active Kids Program grants of \$7.6 million and additional approved budgets of \$16.2 million
- Lower other operating expenses of \$9 million mainly due to deferred expenses.

Assets and liabilities

The actual net assets is \$287.3 million compared to the budget of \$249.6 million, \$37.7 million higher than budget. This consists of \$52.3 million higher than budgeted total assets offset by \$14.6 million higher than budgeted total liabilities.

The higher current assets is attributed to higher cash balance of \$31 million mainly due to various grants underspend and higher payables. Higher prepayment balance of \$9 million for the Active Kids Voucher program also contributed to the higher current assets. Property plant and equipment balance is \$4.3 million higher than budget mainly due to the revaluation of land and buildings.

The higher liabilities is mainly attributed to higher payables and accruals compared to budget.

Cash flow

The net cash outflow from operating activities are \$15.7 million over budget. The variance is mainly attributed to better than budgeted sale of goods and services revenue in centres and venues.

The net cash outflow from investing activities are \$5.8 million under budget mainly due to the deferral of capital projects to future years.

Notes to the Financial Statements

for the year ended 30 June 2023

21. Equity

Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the entity's policy on the revaluation of property, plant and equipment as discussed in Note 10.

Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

Reserves

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 and foreign currency translation reserve).

Transfers arising from an administrative restructure involving not-for-profit and 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. Subject to below, in most instances this will approximate fair value.

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

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

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|-----------------|
| Net cash flows used on operating activities | 52,367 | (52,684) |
| Depreciation and amortisation | (8,865) | (11,152) |
| Decrease / (increase) in provisions | 89 | (547) |
| Increase / (decrease) in inventories | 44 | 195 |
| Increase / (decrease) in receivables | (25,939) | 44,945 |
| Decrease / (increase) in payables | (4,314) | (8,206) |
| Other gain / (loss) | 58 | - |
| Impairment | - | 184 |
| Loss on disposal of assets | (44) | (18) |
| Net result | 13,396 | (27,283) |

23. Administered Assets and Liabilities

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Administered Assets | | |
| Current Receivables | | |
| Dubbo Indoor Multisport Facility grant receivable from Regional NSW | 33,300 | - |
| Total Administered Assets | 33,300 | - |
| Administered Liabilities | | |
| Current Liabilities | | |
| Speedway racing licence fee payable to the Crown | 1 | - |
| Total Administered Liabilities | 1 | - |

*Refer to Administered Expenses and Income in Outcome Group Statements for further details on the Dubbo Indoor Multisport Facility Project.

Notes to the Financial Statements

for the year ended 30 June 2023

24. 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. Compliance with policies is reviewed by the Office on a continuous basis.

(a) Financial instrument categories

| Financial assets | Note | Category | Carrying amount 2023 \$'000 | Carrying amount 2022 \$'000 |
|------------------------------|-------------|--|--|--|
| Class: | | | | |
| Cash and cash equivalents | 7 | Amortised cost | 80,229 | 37,693 |
| Receivables ¹ | 8 | Amortised cost | 17,348 | 52,364 |
| Financial liabilities | Note | Category | Carrying amount 2023 \$'000 | Carrying amount 2022 \$'000 |
| Class: | | | | |
| Lease liabilities | 11 | Lease liabilities measured at present value | 243 | 368 |
| Payables ² | 14 | Financial liabilities measured at amortised cost | 15,320 | 12,744 |

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

Notes to the Financial Statements

for the year ended 30 June 2023

24. Financial Instruments (cont'd)

(b) Financial risks

i) 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 credit losses or 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.

Accounting policy for impairment of trade debtors and other financial assets

Receivables - trade debtors and loans

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.

The Office applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Office has identified the GDP and the unemployment rate to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 120 days past due.

The Office is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2023.

ii) Liquidity risk

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

The Office's exposure to liquidity risk is deemed insignificant based on current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11-12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Chief Executive may automatically pay the supplier simple interest. No interest was awarded in this period.

Notes to the Financial Statements

for the year ended 30 June 2023

24. Financial Instruments (cont'd)

(b) Financial risks (cont'd)

ii) Liquidity risk

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

| | Interest Rate Exposure | | | Maturity Dates | | | |
|--------------------------------------|---------------------------------------|-------------------------------|----------------------------------|--------------------------------|--------------------|-----------------------|---------------------|
| | Nominal Amount ¹ \$'000 | Fixed Interest Rate \$'000 | Variable Interest Rate \$'000 | Non-interest bearing \$'000 | < 1 year \$'000 | 1 - 5 years \$'000 | > 5 years \$'000 |
| 2023 | | | | | | | |
| Payables ² : | | | | | | | |
| Accrued salaries, wages and on-costs | 1,285 | - | - | 1,285 | 1,285 | - | - |
| Creditors | 14,035 | - | - | 14,035 | 14,035 | - | - |
| Lease liabilities | 243 | - | - | 243 | 114 | 116 | - |
| | 15,563 | - | - | 15,563 | 15,434 | 116 | - |
| 2022 | | | | | | | |
| Payables ² : | | | | | | | |
| Accrued salaries, wages and on-costs | 1,009 | - | - | 1,009 | 1,009 | - | - |
| Creditors | 11,735 | - | - | 11,735 | 11,735 | - | - |
| Lease liabilities | 368 | - | - | 368 | 160 | 108 | 81 |
| | 13,112 | - | - | 13,112 | 12,904 | 108 | 81 |

Notes:

¹ 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.

² 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.

iii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Office's exposures to market risk is limited to cash as it has no borrowings or unit priced investment facilities. The Office has no exposure to foreign currency risk and does not enter into commodity contracts.

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

Notes to the Financial Statements

for the year ended 30 June 2023

24. Financial Instruments (cont'd)

(b) Financial risks (cont'd)

iii) Market risk

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 2023 | | | | | |
| <i>Financial assets</i> | | | | | |
| Cash and cash equivalents | 80,229 | (802) | (802) | 802 | 802 |
| 30 June 2022 | | | | | |
| <i>Financial assets</i> | | | | | |
| Cash and cash equivalents | 37,693 | (377) | (377) | 377 | 377 |

(c) 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.

25. Related Party Disclosure

(a) Key management personnel

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

(b) Key management personnel compensation

Key management personnel compensation was as follows:

| | 2023 \$'000 | 2022 \$'000 |
|------------------------------|----------------|----------------|
| Short-term employee benefits | | |
| Salaries | 928 | 884 |
| Other long-term benefits | 76 | 70 |
| Termination benefits | - | 13 |
| Total remuneration | 1,004 | 967 |

The above disclosures are based on actual payments made for employee benefits during the reporting period. The Minister's salary is paid by the Legislature and therefore is not included in the above amounts.

Notes to the Financial Statements

for the year ended 30 June 2023

25. Related Party Disclosure (cont'd)

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

From time to time, key management personnel may purchase goods or services from the Office. These purchases are on the same terms and conditions as those entered into by other customers and are immaterial in nature. During 2022-23 there have been no transactions reported with key management personnel.

During 2022-23, the Office had related party transactions with the Combat Sports Authority in relation to the provision of personnel services (as per Note 3(e)), in-kind revenue and expense transactions with the Authority (as disclosed in Note 2(b)) and with Service NSW, who administered the Active Kids voucher program on behalf of the Office (as disclosed in Note 2(d)). These transactions were conducted at arm's length.

26. Events After the Reporting Period

Effective from 1 July 2023 the Office of Sport took over the operations of Penrith Whitewater Stadium (PWS) from Penrith City Council. The ownership of land and infrastructure assets will be retained by the Office of Strategic Lands. The Office of Sport spent \$2.9 million in 2022-23 for maintenance and upgrade of the infrastructure assets and this is reported as work in progress in the balance sheet as at 30 June 2023. There are no other significant financial impact on the Office's financial statements as a result of these transactions.

There are no other events that have arisen in the interval between 30 June 2023 and the date of signing this report, any other item, transaction or event of a material or unusual nature likely, in the opinion of the Chief Executive and Chief Financial Officer to affect significantly the operations or the affairs of the Office in these financial statements.

End of audited financial statements.





Office of Sport

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