OFFICE OF SPORT

ORTSCOVER





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LETTER OF SUBMISSION

31 October 2018

The Hon Stuart Ayres MP Minister for Sport Minister for Western Sydney Minister for WestConnex Level 18 52 Martin Place SYDNEY NSW 2000

Dear Minister

In compliance with the terms of the *Annual Reports (Departments) Act 1985,* the *Public Finance and Audit Act 1983* and regulations under those Acts, I am pleased to submit the 2017/18 Office of Sport Annual Report for your presentation to the NSW Parliament.

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

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

I hereby submit this report to you as a true and accurate record of our compliance and achievements.

Yours sincerely

Matt Miller Chief Executive Office of Sport



2017/18 At a Glance

PLACES AND SPACES

Stadia



people attended sport and entertainment events at the NSW Government's major stadia, an increase of **8.5%** from 2016/17



NSW Stadia Network Strategy progressed with construction of the new Western Sydney Stadium on track, indoor arena feasibility study completed, and Sydney Football Stadium redevelopment commenced

Community Sport Infrastructure



invested in community sport infrastructure in 2017/18



in funding secured for the Regional Sports Infrastructure Fund and

Greater Sydney Sports Facility Fund



Commenced development of five Greater Sydney District Sports Facility Plans

High Performance Facilities



invested in substantial upgrades to Olympic Venues



Commenced feasibility planning for Dunc Gray Velodrome and Jindabyne Winter Sport Hub

SECTOR PERFORMANCE

Sport Development



in funding provided for sport development initiatives

•••••



Developed nine Regional Sport and Active Recreation Plans in collaboration with local communities and sector partners including state sporting organisations and local government



of state sporting organisations had sound organisational health or above



of state sporting organisations were very satisfied with advice and support received from the Office of Sport, an increase of **9%** from 2016/17



of state sporting organisations recorded positive trends in financial membership levels over the last three years

Sport Integrity



Leadership of Child Safe Practices in NSW sport by working with the sector to address core recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse

Major Sport Events



Collaborative leadership with Destination NSW to secure investment for sports events across NSW including the 2017 Arsenal in Sydney Tour Matches and the 2017 Women's Rugby League World Cup

PARTICIPATION

NSW Participation



of children participated three times or more per week in sport or active recreation in 2017, an increase from **20.7%** in 2016



of adults participated three times or more per week in sport or active recreation in 2017, an increase from **58.8%** in 2016

Participation Funding and Support



Highly successful Active Kids program promoted increased participation in physical activity by children and provided **\$40.7m** financial support to NSW families



NSW Women in Sport Strategy Her Sport Her Way developed

OUR CAPABILITY

Employee Engagement



Employee engagement improved to **67%** in 2017/18 from **64%** in 2016/17 and **61%** in 2015/16

Organisational Capability Improvement



Australian Business Excellence Framework score improved from **295** in 2016/17 to **401** in 2017/18

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HIGH PERFORMANCE SPORT

National Representation 34% of athletes in national teams were from NSW of sports with NSW teams were in **69%** the top three rankings in national junior aged competitions 21% of the Australian Commonwealth Games Team were NSW Institute of Sport supported athletes of the 2018 Winter Olympic **65%** Australian Team and 42% of the Winter Paralympic Australian Team were NSW Institute of Sport supported athletes **High Performance Sport Funding** in funding maintained for 11 Regional Academies of Sport across NSW million



in Government funding for the NSW Institute of Sport, an increase of **25%** from 2016/17



in funding approved for five NRL Centres of Excellence projects

7

Office of Sport

Strategic Intent

The NSW Office of Sport is an executive agency within the NSW Department of Industry and is the lead and coordinating entity within the Minister for Sport's portfolio.

The Office of Sport works closely with the following agencies:

- Sydney Olympic Park Authority
- Venues NSW
- NSW Institute of Sport
- Sydney Cricket and Sports Ground Trust

OUR PURPOSE

We provide leadership and support to the sport and active recreation sector to enhance its performance, pathways and sustainability.

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

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

OUR VISION

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

OUR PRIORITIES

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

PLACES AND SPACES

Well managed facilities that meet the needs of users and investors.

SECTOR PERFORMANCE

A strategically focused and empowered NSW sport and active recreation sector.

PARTICIPATION

More people in NSW participating in sport and active recreation.

HIGH PERFORMANCE SPORT

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

OUR CAPABILITY

The Office of Sport has the capability to make a valued contribution to the sector.

We are committed to undertaking our operations in accordance with our Office of Sport values: integrity, service, trust and accountability.



Western cluster

Southern cluster

Berry Sport and

Lake Keepit Sport and Recreation Centre

Lake Burrendong Sport and Recreation Centre **Orange** Regional Office Tamworth Regional Office

Dubbo Regional Office

Recreation Centre Jindabyne Sport and **Recreation Centre** Borambola Sport and Recreation Centre Wagga Wagga

Regional Office Wollongong Regional Office



OFFICE OF SPORT ANNUAL REPORT 2017/18

Sydney

- Sydney Academy of Sport
- Sydney International **Regatta Centre**
- Sydney International Equestrian Centre
- Sydney International Shooting Centre
- Head Office Sydney **Olympic Park**

Northern cluster

Milson Island Sport and Recreation Centre Broken Bay Sport and **Recreation Centre**

Myuna Bay Sport and **Recreation Centre**

Point Wollstonecraft Sport and Recreation Centre

Lake Ainsworth Sport and Recreation Centre Ourimbah

Regional Office

Newcastle Regional Office

Lennox Head Regional Office

Strategic Performance Overview

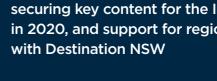




 Key building blocks of the Office of Sport's strategic agenda are largely in place, with 32 of the 36 strategic initiatives that make up the 2017/18 strategic agenda now in delivery stage

- Greater focus on strategy, planning, coordination, collaboration and effective partnering consistent with the Office of Sport's 2018-2022 Strategic Plan
- > Strengthened relationships with local government, other NSW Government agencies, and peak bodies in delivery of strategic priorities for the NSW Government including; tackling childhood obesity, building infrastructure, increasing tourism, and enhancing community liveability
- > Developed Regional Sport and Active Recreation Plans in collaboration with local communities, State Sporting Organisations, local government and other key sector partners to inform future service needs and investment priorities based on local needs
- Strong leadership of sport infrastructure and facilities planning and development across stadia, community facilities, centres of excellence and high-performance sport facilities
- > Future Needs of Sport Infrastructure Study 2017 completed and used to inform regional sport facility planning in collaboration with sports and local government
- > Increased support for community sport infrastructure through; establishment and activation of the NSW Government's Regional Sports Infrastructure Fund of \$100 million, development work on five Greater Sydney Sports Facility Plans to support recommendations from the Greater Sydney Commission, and initiation of the Government's Greater Sydney Sports Facility Fund
- > Major stadia network implementation plan finalised, funding secured for the Sydney Football Stadium redevelopment, and feasibility study completed for a new indoor sports arena
- Increased focus on participation in physical activity and sector contribution to broader Government health priorities
- > Active Kids program successfully launched in January 2018, with 571,000 vouchers taken up by NSW families to support children's participation in physical activity







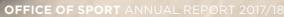
Institutional Responses to Child Sex Abuse Report





- improvement and business excellence
- Provided more than \$50m in Grants





• Increased investment in, and support for, major sport events including securing key content for the International Cricket Council (ICC) World T20 in 2020, and support for regional sport events through strong collaboration

 Key sector strategies developed including NSW Women in Sport Strategy and NSW Sport Integrity Strategy, and support provided to the sector on safeguarding children in sport in response to the Royal Commission into

 Innovative sport development support through initiation of the first stage of a comprehensive State Sporting Organisations Performance Improvement Plan incorporating organisational health checks and financial performance

 Strengthened Office of Sport capability through implementation of key initiatives to re-build organisational capabilities and a focus on continuous

Strategic Performance Overview



OPERATIONAL PERFORMANCE

Solid operational performance with key program output targets achieved

- Savings targets met through business transformation activities targeted to improving operational efficiency
- Improved employee engagement, motivation and job satisfaction



FINANCIAL PERFORMANCE

• Total operating and capital expenditures were within approved budgets of \$258.7 million and \$21.4 million respectively and revenue generation consistent with the approved budget of \$39.9 million



• Annual audit of financial statements by the NSW Audit Office resulted in an unmodified opinion

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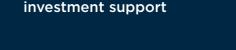


CONFORMANCE

 Government conformance requirements and other key compliance obligations effectively met and any financial management nonconformances minor or non-material

OUR 2018/19 FOCUS







strategy in partnership with Destination NSW



Sport regional delivery model



(Her Sport Her Way)



increase participation in sport and active recreation



Strategy

Continued strong focus on infrastructure and facilities planning and

Development and implementation of a 10-year major sport events

 Activation of the Office of Sport's new regional sport strategy including the nine Regional Sport and Active Recreation Plans and new Office of

• Launch and activation of the NSW Women in Sport Strategy

• Development of new and innovative strategies and partnerships to

Completion and activation of a NSW High Performance Sport Pathways

Priorities and Programs



PLACES AND SPACES

Stadia Network Planning and Activation
Stadium Australia Redevelopment
Sydney Football Stadium Redevelopment
Commerciality Framework
Indoor Arena Business Case
Facilities Strategy and Planning
Regional Sports Infrastructure Fund
Greater Sydney Sports Facility Plans
Greater Sydney Sports Facility Fund
State Sport Infrastructure Strategy
Asset Management
Strategic Asset Management Plan
Southern Highlands Shooting Complex
Narrabeen Master Plan
Jindabyne Feasibility Study
Dunc Gray Velodrome Transition Plan



SECTOR PERFORMANCE

Sport DevelopmentState Sporting Organisation Improvement PlanSector Strategic PlanNSW Motor Sport StrategySports IntegritySafeguarding Children in Sport and RecreationMajor Sport EventsEvents Activation and Legacy PlanningICC World T20 2020Regional Sport Delivery ModelSport RegulationCombat Sports Act Review



PARTICIPATION

Participation Strategy and Planning

NSW Physical Activity Strategy

NSW Women in Sport Strategy

Greater Sydney Commission District Participation Plans

Participation Funding and Support

Active Kids Program

Defibrillator Program

Funding and Grants Review

Sport and Recreation Centres

Olympic Sport Venues

Duke of Edinburgh International Award Scheme



HIGH PERFORMANCE SPORT

High Performance System Strategy

NSW High Performance Pathway Strategy

High Performance Funding and Support

NRL Centre of Excellence Grants Program



OUR CAPABILITY

Organisational Capability Improvement

Business Excellence Program

IMT Platform Rebuild Program

HomeBase Implementation Strategy

Data Warehouse

Shared Corporate Services Program

Records Management Framework

Modernise and Optimise Sport and Recreation Centres

Corporate Support

OFFICE OF SPORT



Programs (policy, service, regulatory) and business areas

Strategic Initiatives (change projects and programs)

01 Places and Spaces

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Provision of places and spaces for sport and active recreation is a key enabler of participation and events and contributes to community liveability.

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

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

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

Our Targets

10%

increase in attendance at major stadia by 2025

100% utilisation of sport facilities across NSW

Stadia Network Planning and Activation

2017/18 KEY ACHIEVEMENTS

• The NSW Government's major stadia network implementation plan was finalised, and funding was secured for the redevelopment of the Sydney Football Stadium

New Indoor Sports Arena Feasibility Study completed

NSW STADIA NETWORK

Major stadia support the attraction and delivery of elite and professional sport and entertainment events and, in so doing, contribute significant economic and social benefits to NSW. The NSW Government stadia network is comprised of a range of venues across NSW set out in **Table A** below.

In 2017/18, over 3.6 million people attended sporting and entertainment events at the NSW Government network of stadiums. As set out in **Table B** on page 18, this represents an increase of 6%.

TABLE A – NSW STADIA NETWORK CAPACITY

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

01 PLACES AND SPACES

TABLE B - NSW STADIA NETWORKATTENDANCE

Breakdown of attendance by type	2016/17	2017/18
Sport	2,892,226	3,222,999
Culture	486,869	405,498
Other	21,451	63,635
Breakdown of attendance by stadium	2016/17	2017/18
Sydney Football Stadium (Allianz Stadium)	1,533,344	1,598,742
Sydney Cricket Ground		
Stadium Australia (ANZ Stadium)	1,521,111	1,494,759
Wollongong Stadium (WIN Stadium)	77,007	121,438
Hunter Stadium (McDonald Jones Stadium)	269,084	477,193

Note: Figures above represent announced attendance and exclude stadium tours. Attendance data for the Sydney Showground (Spotless) is not available.

NETWORK REDEVELOPMENT

The NSW Government's 2015 Rebuilding the Major Stadia Network Strategy sets out the Government's intentions to ensure benefits realisation for NSW through provision of contemporary venues that are competitive in the national and international sporting and event market.

NSW stadia network redevelopment is not only responding to the imperative of providing contemporary facilities for fans, participants and hirers, it is responding to other changes including increasing demand from population growth and the rise of women's sport, new security challenges, ageing facilities, and new technology. Total expenditure on the major stadia network redevelopment projects in 2017/18 was \$151 million. This included \$141 million on the construction of the new Western Sydney Stadium which is on track for completion in early 2019, and \$6 million for the feasibility and expert technical advisory work for Sydney's Tier 1 Stadia. In 2017/18, the Office of Sport worked with the Sydney Cricket and Sports Ground Trust and Venues NSW to further develop the strategy and network investment programs, and to improve the efficiency and effectiveness of the Government's stadia network. The Office brought together the findings of investigations on aspects of the NSW stadia strategy in a submission to Government on investment priorities.

The Government subsequently announced its investment priorities for the Sydney Football Stadium and Stadium Australia in March 2018.

STRATEGIC INITIATIVE: STADIUM AUSTRALIA REDEVELOPMENT

The Stadium Australia Redevelopment Project is overseen by an interagency Stadium Australia Redevelopment Steering Committee. The Committee is chaired by Infrastructure NSW and its membership includes Venues NSW, the Office of Sport, Department of Premier and Cabinet and NSW Treasury.

Until December 2017, the Office of Sport chaired the Committee and coordinated investigation of redevelopment options which informed selection of the final options for analysis.

In March 2018, the NSW Government announced that Stadium Australia (ANZ Stadium), will be refurbished into a 70,000-seat rectangular world-class facility that will bring 46,000 fans closer to the action and ensure that NSW can continue to retain and attract major sporting and entertainment events.

The strategic business case and gateway review were completed in early 2018 for consideration by the NSW Government. A summary of the Strategic Business Case for the redevelopment of Stadium Australia is available on the Infrastructure NSW website.

Work on Stadium Australia is expected to commence in late 2019 and be completed by mid-2021. The estimated cost to refurbish the stadium is \$810 million, subject to the final business case.

STRATEGIC INITIATIVE: SYDNEY FOOTBALL STADIUM REDEVELOPMENT

The Sydney Football Stadium Redevelopment project is overseen by an interagency Sydney Football Stadium Redevelopment Steering Committee. The Committee is chaired by Infrastructure NSW and its membership includes the Sydney Cricket and Sports Ground Trust, the Office of Sport, Department of Premier and Cabinet and NSW Treasury. As a member of the Steering Committee, the Office of Sport actively contributes to the project strategy and advises Infrastructure NSW throughout project development and delivery stages.

In March 2018, the NSW Government announced it will proceed with the full redevelopment of the Sydney Football Stadium with a capacity of up to 45,000 seats.

The strategic and final business cases and associated gateway reviews were completed during the year and considered in early 2018 by the NSW Government. A summary of the final business case for the redevelopment of the Sydney Football Stadium is available on the Infrastructure NSW website.

Construction is expected to commence in January 2019, and be completed by February 2022, subject to planning approvals.

STRATEGIC INITIATIVE: INDOOR SPORTS ARENA – FEASIBILITY STUDY

The 2014 State Infrastructure Strategy recommended exploring options for a multi-use indoor arena in an appropriate Sydney location. In 2015, the Government's *Rebuilding the Major Stadia Network Strategy* and the independent *Stadia Strategy Implementation Report* identified an indoor arena as a strategic investment priority for NSW.

As part of its commitment to implement the *Rebuilding the Major Stadia Network Strategy*, the Government allocated \$500,000 to complete feasibility, design and concept work on a new indoor sports arena. The Office of Sport led development of the feasibility study which was completed in 2017/18.

Key stakeholders consulted included sporting organisations, indoor venue and entertainment providers, and government agencies including UrbanGrowth NSW, the Greater Sydney Commission, Destination NSW, the Department of Premier and Cabinet and NSW Treasury.

The Office of Sport is now leading the development of a strategic business case for Government consideration in 2018/19.

OFFICE OF SPORT ANNUAL REPORT 2017/18

Facilities Strategy and Planning

2017/18 KEY ACHIEVEMENTS

- The 2017 Future Needs of Sport Infrastructure Study was enhanced and recognised as a valued evidence base for the sector and Government sport facilities planning
- Increased funding for community sport infrastructure with a total of \$20.1 million provided for sport facilities
- New Regional Sports Infrastructure Fund (RSIF) of \$100 million over four years established and activated
- New Greater Sydney Sports Facility Fund (GSSFF) of \$100 million over three years established and activated

FACILITIES PLANNING AND COORDINATION

Access to community sport facilities is a critical driver of participation in sport and active recreation. With a growing population, urban densification, and ageing facilities, there is increasing pressure to optimise the planning of, and investment in, these facilities. In regional NSW, sporting facilities are valued community assets that provide opportunities for participation in sport at all levels and enhance community liveability.

The Office of Sport has an important leadership role in facility planning and investment, particularly to support local government and sporting clubs in their stewardship of many of these facilities. The Office of Sport is also focussed on optimising facility planning and investments from a regional perspective and works closely with planning agencies and the sector to promote effective coordination and alignment of effort. Building and maintaining facilities information databases and tools are core elements of the Office's sector support role in facilities planning.

In 2017/18, the Office of Sport facilitated the identification of current and future requirements for sport and recreation infrastructure to inform strategic planning and investment decisions. The Office of Sport also continued to play a key role in influencing and setting policies and coordination of grant funding for facilities and upgrades to improve access and utilisation of metropolitan and regional places and spaces for sport and active recreation. During 2017, the Office of Sport refreshed its 2015 *Future Needs of Sport Infrastructure Study* to establish an updated inventory of local government and state sporting organisation priorities for community sport infrastructure projects in local communities. As part of this study, 102 councils and 36 SSOs provided information which identified more than 1,700 facility projects for sport and active recreation.

The 2017 study contains other components including mapping of facilities used for sporting competition purposes. It has been instrumental in informing Government decisions on initiatives such as the Regional Sport Infrastructure Fund and Greater Sydney Sports Facility Fund. Notable trends in the 2017 data include increased project requests for provision of female amenities, synthetic fields and field lighting, and upgrades to aquatic facilities.

The importance and value of this work to sport facility planning in NSW was recognised by the awarding of the Research Award in the 2018 Parks and Leisure NSW/ ACT Awards of Excellence.

In 2017/18, the Office of Sport has reviewed a number of planning documents prepared by the Department of Planning and Environment and other government agencies, including:

- Bankstown to Sydenham Corridor
- Wilton Land Use and Wilton South East Precinct
- Lowes Creek
- Greater Sydney Regional Plan
- Peats Island and Mooney Mooney Rezoning Proposal
- Government Architects Office on the Open for Recreation Toolkit
- Draft Greater Newcastle Metro Plan
- Western Sydney Parklands Plan of Management
- Wilton North ILP
- Schofields Planned Precinct
- Victoria Road Precinct

COMMUNITY FACILITIES FUNDING

During 2017/18, the Office of Sport provided over \$50.6 million in grant funding to the sector (refer to **Appendix N**).

Of the \$50.6 million provided, \$17.8 million was directed to sport related facilities through the following grants:

- Surf Club Facility Development Program
- Regional Sports Infrastructure Fund
- Asian Cup Legacy Fund
- Community Facility Program
- Safe Shooting Infrastructure
- WIN Stadium Grandstand Rectification
- Mt Panorama
- Northern Inland Centre of Excellence

Under the Regional Sports Infrastructure Fund, a grant of \$4.9 million was awarded to Lismore City Council for the Albert Park Baseball Complex.

STRATEGIC INITIATIVE: REGIONAL SPORTS INFRASTRUCTURE FUND

The Regional Sports Infrastructure Fund (RSIF) was established during the year as a part of the Government's Regional Growth Fund. The RSIF has been allocated \$100 million over four years to support development or upgrading of regional sport facilities. This fund complements the Government's additional investment in community sport facilities through the Stronger Country Communities Fund which is directed to supporting local sport facility projects.

During 2017/18, the Office of Sport led development and implementation of the program. The fund guidelines were revised during the year to clarify the co-investment and benefit-cost requirements and remove the requirement for a benefit-cost ratio of greater than one. The changes also clarified the focus of the fund on regional sport hubs (multisport facilities) and regionally significant sporting facilities. In 2017/18 two rounds of expressions of interest for funding support from the program were conducted. In August 2017, round one opened, with the Office of Sport receiving 59 expressions of interest. All expressions of interest were invited to participate in stage two of the application process.

In March 2018, round two opened, with the Office of Sport receiving 97 expressions of interest requesting over \$350 million for projects costing over \$550 million. Of these applications, 38 have been invited to submit a detailed application or business case.

STRATEGIC INITIATIVE: GREATER SYDNEY SPORTS FACILITY PLANS

The rapidly growing urban population in Greater Sydney is placing significant pressure on the availability and sustainability of existing facilities for sport and active recreation. Demand for facilities is greater than supply capacity. This emphasises the need to optimise use of existing facilities, and strategically plan and invest in future sporting facility developments and renewal of existing facilities.

The Office of Sport is the lead agency for developing five District Sport Facility Plans. This work builds on the planning and recommendations of the Greater Sydney Commission. The Office of Sport is convening District

01 PLACES AND SPACES

Working Groups and engaging with the sport and active recreation sector and major land holders.

In 2017/18, the Office of Sport:

- Developed project governance, a project control group, and defined project objectives and methodology and gathered information to inform the plans
- Engaged key stakeholders
- Completed facility data audits for 30 of the 33 Sydney councils
- Provided advice to the Department of Planning and Environment and the Greater Sydney Commission
- Met individually with the 33 councils of Greater Sydney
- Conducted five district workshops with councils in Greater Sydney during May 2018

These plans are expected to be completed by early 2019 and will provide guidance on the allocation of funding made under the Greater Sydney Sports Facility Fund.

STRATEGIC INITIATIVE: GREATER SYDNEY SPORTS FACILITY FUND

In April 2018, the Premier announced a \$290 million Open Spaces and Greener Sydney Package. This package included a commitment of \$100 million to the Greater Sydney Sports Facility Fund (GSSFF), available over three years, to invest in new and existing sporting facilities to improve the quality and quantity of sport infrastructure across Greater Sydney. Key focus areas of the program are new or upgraded facilities that support increased participation of women and girls and promote inclusion in sport.

In 2017/18, the Office of Sport activated the fund. GSSFF Guidelines and education tools were developed prior to the opening of the funding program applications in June 2018.

In 2018/19, successful projects will be announced, and the 2019 expressions of interest round will be launched.

STRATEGIC INITIATIVE: STATE SPORT INFRASTRUCTURE STRATEGY

Building Momentum - State Infrastructure Strategy 2018-2038 published by Infrastructure NSW in March 2018 recommended the development of a State Sport Infrastructure Strategy (SSIS).

The SSIS will provide an integrated strategy for sport infrastructure in NSW. It will include an investment framework that will allow the NSW Government to assess and prioritise potential investments and develop strategic asset management plans.

The Office of Sport is leading the development of this planning work.

The Office of Sport established the initiative governance including the State Sport Infrastructure Strategy Steering Committee and Working Group. The Office commenced engagement with the sector and key agency partners. A Digital and Technology Report was commissioned and is due for completion in 2018.

The SSIS is planned for completion in early 2019.

Asset Management

2017/18 KEY ACHIEVEMENTS

- Southern Highlands Regional Shooting Complex, including construction of the 500m and 50m ranges commenced
- International competition venue standards were maintained at the Sydney International Shooting Centre and Sydney International Equestrian Centre through a \$2.4 million targetry system upgrade and \$750,000 indoor arena surface upgrade
- A new \$860,000 athletics track surface at the Sydney Academy of Sport Narrabeen
- A preliminary site master plan study developed for the Sydney Academy of Sport at Narrabeen, feasibility study completed for a high-performance winter sport facility at Jindabyne and a preliminary master plan for Dunc Gray Velodrome

The Office of Sport seeks to achieve optimal performance of its physical assets by:

- Providing strategic asset management and master planning services
- Developing capital investment plans based on life cycle costing modelling
- Managing the capital works programs and asset maintenance programs for sport and recreation centres and Olympic venues

In 2017/18, the Office of Sport successfully delivered a \$13.7 million minor capital works program and a \$2.7 million maintenance program at its sport and recreation centres and Olympic venues.

Asset Management (cont'd)

Works completed under these programs are included within Table C with further detail provided in Table D and Table E:

TABLE C - CAPITAL WORKS AND MAINTENANCE

Centre/Venue	Works Completed
Berry Sport and Recreation Centre	Upgrades to roads and student lodge accommodation
Borambola Sport and Recreation Centre	Refurbishments and upgrades to kitchen, dining halls and roads
Broken Bay Sport and Recreation Centre	Upgrades to student lodge accommodation
Jindabyne Sport and Recreation Centre	Upgrades to roads, three kitchens and conference centre
Lake Ainsworth Sport and Recreation Centre	Removal of containment of hazardous building materials, upgrades to the dining hall roof, servery, gymnasium and recreation hall and a new swimming pool filtration system
Lake Burrendong Sport and Recreation Centre	New commercial dishwasher
Lake Keepit Sport and Recreation Centre	Upgrades to roads, swimming pool filtration system and a new com- mercial dishwasher
Milson Island Sport and Recreation Centre	Upgrades to student lodge accommodation and roads
Myuna Bay Sport and Recreation Centre	Road upgrades
Point Wolstoncroft Sport and Recreation Centre	Upgrades to kitchen and boat shed deck
Sydney Academy of Sport and Recreation	New athletics track and upgrades to roads, motel power supply, CCTV and athletics grandstand structure
Sydney International Equestrian Centre	New competition surfaces to indoor and external arenas and upgrades to truck parking areas, Carpark 3 and roads
Sydney International Regatta Centre	Upgrades and replacement of pontoons and road upgrades
Sydney International Shooting Centre	Upgrades to trap houses, lead remediation and new shade sails at clay target range and rectification of roof water leaks in main building
Southern Highlands Shooting Complex	Lead remediation to 800m range stop butt

TABLE D - NUMBER OF MAINTENANCE JOBS BY CATEGORY

Asset Maintenance	%
Preventative	79
Breakdown	21

TABLE E - AMOUNT EXPENDED ON ASSET MAINTENANCE, MINOR AND MAJORUPGRADES AT SPORT AND RECREATION CENTRES AND OLYMPIC VENUES

Asset Maintenance - capital works	\$
2015/16	12,738,513
2016/17	11,314,594
2017/18	20,204,738

The Office of Sport also developed and implemented an Asset Management and Strategy to promote a strategic approach to the management of portfolio assets.

During 2018/19, the Office of Sport will produce a Strategic Asset Management Plan that will include a framework for managing sport assets and identify a roadmap for investment needs to ensure ongoing sustainability and standards of its infrastructure.

STRATEGIC INITIATIVE: DUNC GRAY VELODROME TRANSITION PLAN

Dunc Gray Velodrome is a significant State sports facility, built for the 2000 Olympic Games on land leased from the City of Canterbury Bankstown Council. The lease expires in May 2019 and there is an urgent need to review the future of this facility as it is an important facility in the Cycling Australia high performance pathway.

The Office of Sport is leading consideration of the future of this venue in conjunction with Canterbury Bankstown Council and Cycling NSW.

In 2017/18, the Office of Sport commissioned work on the development of a preliminary master plan which was completed in June 2018. This work will inform the concepts and options to be included within a future Dunc Gray Velodrome Master Plan.

In 2018/19, the Office of Sport will continue to work with key stakeholders and develop a strategic business case for consideration by the Council, the NSW Government and Cycling NSW.

STRATEGIC INITIATIVE: SOUTHERN HIGHLANDS SHOOTING COMPLEX

The NSW Government is building two new multi-purpose shooting ranges as a home base for recreational shooters from the Illawarra, Southern Highlands and Western Sydney areas. The project has a budget of \$9.2 million.

The Office of Sport is overseeing the planning and construction of these new ranges that will include a 500m multi-purpose shooting range and a 50m multi-purpose range. The new ranges will include best practice noise reduction methods and improved lead management facilities which provide increased environmental control and recycling options.

In 2017/18, the Office of Sport coordinated the approval for development modifications and, following a procurement process managed by NSW Public Works Advisory,

selected a contractor to undertake the development work. Construction of the Southern Highlands Regional Shooting Complex commenced in March 2018 and is due for completion in early 2019.

STRATEGIC INITIATIVE: SYDNEY ACADEMY OF SPORT (NARRABEEN) MASTER PLAN

The Office of Sport operates 11 sport and recreation centres across NSW. Each are significant assets that can be leveraged to further benefit sports and local communities. These assets, however, are ageing and many require investment to upgrade facilities.

In 2017, the Office of Sport completed a preliminary master plan study for the Sydney Academy of Sport. This plan identified options for further development of the site.

The Office of Sport is currently undertaking community consultation and stakeholder engagement to inform the final master plan submission to the Northern Beaches Council.

STRATEGIC INITIATIVE: JINDABYNE WINTER SPORT HIGH PERFORMANCE FACILITY FEASIBILITY STUDY

Ski and Snowboard Australia and the Olympic Winter Institute of Australia presented an opportunity to the Office of Sport to develop a winter sport high performance facility at the Jindabyne Sport and Recreation Centre.

In 2017/18, the Office of Sport, in collaboration with the NSW Institute of Sport, established a Project Control Group and commissioned a feasibility study to assess the need for a regional sport hub incorporating a winter sport high performance facility at the Jindabyne Sport and Recreation Centre. The feasibility study was completed in June 2018.

In 2018/19, the Office of Sport expects to further develop the project to allow Government consideration of proceeding to a strategic business case.

02 Sector Performance

A strong and healthy NSW sport and active recreation sector that is better able to deliver enhanced economic and social benefits for the community.

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

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

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

Our Targets

80%

of state sporting organisations with a sound organisational health rating by 2020

80%

of state sporting organisations satisfied with Office of Sport quality of advice and support

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Sport Development

2017/18 KEY ACHIEVEMENTS

- First stage of a comprehensive State Sporting Organisations (SSOs) Performance Improvement Plan initiated to support SSOs and inform a State of the Sector Report
- \$9.1 million provided in funding for sport development initiatives
- 89% of SSOs surveyed were satisfied or very satisfied with the quality of advice and support provided by the Office, up from 80% in 2016/17

The sport and active recreation sector consists of a complex and diverse network of public, private and not-for-profit providers with varying business models, governance and levels of capacity. There are 97 SSOs and SSDOs in NSW and most are membership-based and dependent on the invaluable contribution of volunteers.

The Office has an important role in supporting SSOs and the peak bodies for sport and active recreation to achieve their plans. The Office worked closely with Sport NSW to build sector awareness of key issues facing the sector and programs available to support SSOs.

The Office also worked closely with Outdoors NSW to facilitate the development of active recreation in NSW.

GRANT FUNDING

During 2017/18, the Office of Sport provided over \$50.6 million in grant funding to the sector (refer to **Appendix N**).

Of the \$50.6 million provided, \$9.1 million was directed to sport development related activities and projects through the following grants:

- Safe Shooting Program
- Local Sports Defibrillator Program
- Sports Development Program
- Sport Development Grant Program
- Strategic Partnership Program
- Strategic Planning and Performance
- Sports House
- Combat Sport

The Office of Sport invested \$4 million in Sport

Development Grants to assist SSOs with projects that:

- Increase participation, including for people with a disability
- Support athlete achievement and coach development
- Improve sport governance
- Support national and international sport events held in NSW
- Support research initiatives

Funding of \$1.1 million was provided to the Combat Sports Authority.

\$2.8 million was provided to SSOs and peak bodies to assist with capability development and planning and performance and to provide accommodation at Sports House at Sydney Olympic Park. Over \$500,000 was provided to assist sporting clubs across NSW in the purchase and maintenance of automated external defibrillators and almost \$600,000 on safe shooting grants.

KEY PARTNERSHIPS

The SPRINTER research partnership between the University of Sydney and the Office continued during the year, with research insights informing planning and development of several key Office initiatives. Notable examples in 2017/18 include:

- Active Kids program support through the design and implementation of the evaluation framework. World leading in its size, scope and its approach to evaluation, Active Kids and SPRINTER are driving the international evidence base for population approaches to physical activity and sport amongst children
- NSW Women in Sport Strategy development support through the completion of an evidence review entitled; *Women and Girls in Sport, Active Recreation and Physical Activity; A Participation Review*
- NSW Regional Sport and Active Recreation Plans logic model definition
- NSW AusPlay participation data analyses

To assist the sector better manage the challenges it faces and to strategically position itself for the future, the Office has partnered with Sport NSW to lead the development of a NSW Sport and Active Recreation Sector Strategic Plan. The sector is evolving and will need to adapt to many broad societal changes including; social demographics, the commercialisation of sport, lifestyle choices and structural changes to the national sporting system. This plan is expected to be completed in 2018/19.

The Office works closely with a range of Government agencies and leads several actions in the NSW Government's *Healthy Eating and Active Living Strategy: Preventing Overweight and Obesity in NSW 2013-18* and the delivery plan for the Premier's Priority on Childhood Overweight and Obesity. A key focus for the Office in 2017/18 has been working with these agencies to leverage the Active Kids program (see **Participation** section) to identify specific population groups of children for targeted support to increase participation in sport.

OTHER SPORT DEVELOPMENT ACTIVITIES

The Office again undertook a range of activities to support sector development and build sector capability, including forums, information sharing and strategy development.

In 2017/2018, the Office delivered Royal Life Saving's nationally recognised learn to swim program, Swim and Survive, in 60 communities to more than 1800 children. These programs were delivered throughout regional and remote NSW where limited or no providers exist.

In addition to the delivery of the *Swim and Survive* program, the Office facilitated River Safety Training and educated community members in the delivery of learn to swim. These initiatives contributed to the Office's community capacity building strategy to implement their own sustainable learn to swim program.

The Office also provided financial support to Royal Life Saving and Austswim through the Strategic Partnership Program to assist industry partners in addressing priority water safety issues.

The Office delivered coaching and officiating support through forums, training courses for presenters and assessors and correspondence courses. Of those who attended, 97% of participants reported that they have increased their knowledge and skill due to Office of Sport training programs. The Office also supported people with disability through key initiatives, including the provision of funding to improve program delivery, the sharing of successful strategies within the disability sport network, and working with state and local sporting organisations to develop participation strategies and build organisational capability.

STRATEGIC INITIATIVE: STATE SPORTING ORGANISATIONS IMPROVEMENT PLAN

The Office is working with the over 97 SSOs and SSDOs to assist them improve their organisational health and financial sustainability.

During the year, the Office launched an organisational health survey for SSOs. The survey rated the following areas:

- Governance
- Financial management
- Leadership
- Strategy



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Risk management

The survey was completed by 95 SSOs which enabled individual SSO health reports and the collation of results to inform a state of the sector organisational health report. Based on the self-assessment tool, 65% of the SSOs had sound or better organisational health. Governance was found to be one of the most critical areas where improvement was needed.

The Office also undertook a financial assessment of the 40 largest SSOs in 2017/18, to assess financial health over the last five years. This survey found that overall there was a low level of risk across the sector in terms of profitability, liquidity measures and revenue/working capital. As well as the overall picture, the Office provided each organisation with an individual report to assist their financial management and planning.

The findings from both initiatives informed the development of several resources and support programs. SSOs have been afforded access to resources on the Office's website including Running Your SSO, and a Corporate Governance and Capability Toolkit for SSOs. The Toolkit was launched at a governance forum held in May 2018 in partnership with Sport NSW. A Financial Management Toolkit for SSOs will be launched in 2018/19.

STRATEGIC INITIATIVE: LOCAL SPORT DEFIBRILLATOR PROGRAM

The NSW Government launched the Local Sport Defibrillator Grant Program in 2017, allocating \$4 million over four years to assist sporting clubs across NSW in the purchase and maintenance of Automated External Defibrillators.

The aim of the program is to facilitate wider distribution of defibrillators at community sports facilities. Sports clubs, organisations and councils can claim 50% of the purchase price of the cost of the defibrillator up to a capped amount of \$1,250 (Zone 1), \$1,300 (Zone 2) or \$1,400 (Zone 3), respectively.

The Office administers the grant program. A steering committee assesses the eligibility of organisations and the suitability of projects and prepares a recommendation for the Minister's approval.

In 2017/18, 435 defibrillator grants totalling \$533,635 were approved for local sport clubs, including 204 to metro areas, 226 to regional areas, and five to the Far-West NSW region.

Major Sport Events

2017/18 KEY ACHIEVEMENTS

- ICC World T20 2020 host agreement negotiated and executed incorporating 14 matches in NSW (the most of any host Australian city) and a \$6 million legacy fund for cricket in NSW
- 2019-2020 Australian Track and Field Championships (including the Tokyo 2020 Olympic qualifying event) secured, in partnership with Destination NSW and Sydney Olympic Park Authority
- Increased investment in major sport events and support of first-class sport events in regional NSW

Major sport events are an important contributor to the NSW economy through tourism and business development opportunities. They also drive increased participation and fan engagement in sport and promote community well-being and enjoyment.

The Office works closely with Destination NSW to attract major sporting events to NSW. The Office also plays a key role in event planning and activation, including cross-government coordination of events and collaboration with event organisers, government agencies, private sector entities and major sponsors. A key focus of the Office's major sport events work is to ensure legacy opportunities for the sector and broader community are captured in event bids.

In 2017/18, the Office collaborated with Destination NSW to provide investment for numerous sports events across NSW including the 2017 Arsenal in Sydney Tour Matches and the 2017 Women's Rugby League World Cup.

The Office's activities also facilitated increased support for first-class sport events in regional NSW, including four Women's Big Bash League matches and two Men's Big Bash matches.

The Office provided event attraction support by leading scoping and feasibility planning in relation to several major sport events, including the 2021 Women's Rugby World Cup and FIFA 2023 Women's World Cup and operational support for the cross-government coordination of the Invictus Games. The Office also played a key role in securing the 2019-2020 Australian Track and Field Championships through a collaborative partnership with Destination NSW and the Sydney Olympic Park Authority.

The Office played a major role in activation of the 2017 Women's Rugby League World Cup. The tournament was held concurrently with the 2017 Men's Rugby League World Cup. NSW hosted pool and semi-final matches at

Sport Integrity

Cronulla. The Government's support for this event enabled the costs for travel and accommodation for all teams to be covered. This facilitated involvement of international teams unable to afford the costs of participation.

During the year, the Office commenced development of a *NSW Events Activation and Legacy Planning Framework*. This framework will identify activities that can be conducted in conjunction with events to maximise the benefits of hosting sporting events and utilise the platform of major events to achieve sport development outcomes. The framework will identify the types of event legacy outcomes that can be achieved and explore methods of evaluation. The Office will finalise this work in 2018/19 and develop resources for events owners to provide information relating to key considerations for planning, delivering and evaluating major sports events.

STRATEGIC INITIATIVE: ICC WORLD T20 2020

The International Cricket Council (ICC) has appointed Australia as the host nation for the men's and women's 2020 ICC World T20 2020.

The Office of Sport led the NSW Government bid to secure matches for the ICC World T20 2020 cricket tournament. The bid was highly successful with 14 matches secured for Sydney across the men's and women's tournaments, including the tournament Opening Ceremony and three out of four semi-finals. These matches are estimated to attract 37,000 interstate and international visitors, injecting over \$46 million into the NSW economy.

In conjunction with securing matches for the tournament, the Office of Sport launched the NSW ICC World T20 Cricket Legacy Fund, providing \$6 million over three years to support facility development in local clubs across NSW, and enhancing female participation pathways in cricket.

In 2018/19, the Office of Sport will continue to manage the Host City Agreement and establish a Government Coordination Group, Marketing Working Group and Venue and Operations Working Group.

2017/18 KEY ACHIEVEMENTS

- Proactive leadership within the sport sector on safeguarding children in sport and responding to the Royal Commission into Institutional Responses to Child Sexual Abuse
- NSW Sport Integrity Strategy developed and activated

Sport should be a positive experience for all, delivered with integrity and free of harassment, bullying, discrimination, misconduct, abuse, and other poor behaviours. In addition, we must safeguard children and young people in sport, to ensure they can gain the lifelong participation, social and health benefits from involvement in sport.

Sound governance and leadership by NSW and Australian sporting organisations is fundamental to ensuring an effective sports integrity strategy.

Play by the Rules is a unique cross-jurisdictional collaboration which provides information, resources and free online training on a wide range of sport integrity issues.

The Office of Sport works with SSOs and other partners including the National Integrity of Sport Unit to promote fair, respectful and safe sport in NSW. Services include the provision and promotion integrity related education and resources to support the sector on matters such as match fixing, corruption, gambling, doping, racism, child protection and the safety and protection of members.

Key activities led by the Office of Sport in 2017/18 were:

- Financial and in-kind support to the Play by the Rules initiative for the sport sector in NSW
- NSW Member Protection in Sport Network coordination, involving over 80 representatives from 50 state sporting organisations and peak bodies
- Member Protection Information Officer training to 435 people who will assist sporting organisations and clubs with complaints handling and member protection awareness
- National Integrity Roadshow delivery support involving 50 SSOs and peak bodies on matters including match fixing, anti-doping, e-Safety and supplement use
- Active campaign partners for *Shoosh for Kids* with 17 SSOs and 666 clubs with a total membership of 390,000 people
- Partnership with Sports Medicine Australia on development of protocols for managing concussion in sport and delivery of workshops across NSW

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The Office of Sport also contributed along with other jurisdictions to the *Review of Australia's Sport Integrity Arrangements* commissioned by the Australian Government in August 2017.

STRATEGIC INITIATIVE: NSW SPORT INTEGRITY STRATEGY

The NSW Sport Integrity Strategy was developed to ensure there is an effective and systemic approach to the management of sport integrity in NSW. The strategy is directed primarily to SSOs, sporting clubs, administrators, officials, coaches and parents, and seeks to raise awareness of sport integrity issues, promote the availability of resources, and achieve behavioural and attitudinal change.

The strategy incorporated a range of communication tools including:

- An online website portal for sport integrity
- Campaigns Be True to Your Sport, Be True to Yourself and Shoosh for Kids
- A partnership with the Office of E-Safety Commissioner to deliver education sessions across NSW
- A partnership with the National Sport Integrity Unit to deliver the NSW National Integrity Roadshow
- E-learning resources
- Sport betting netting information exchange and work with at risk sports on mitigation strategies

STRATEGIC INITIATIVE: SAFEGUARDING CHILDREN IN SPORT AND RECREATION

Safeguarding children in sport is of the highest priority, and the Royal Commission into Institutional Responses to Child Sexual Abuse Report and Recommendations has further elevated the importance of this issue.

The Royal Commission handed down its final reports and recommendations in December 2017 providing detailed recommendations on how to create safer organisations for children, including sporting organisations.

The Office is working to improve its own child safe organisation practices, as well as assist the NSW sport sector.

As a direct provider of services to children, the Office is committed to child safety. The Office commenced a comprehensive review of its own child safe policies, procedures and practices. This has initially lead to a new child safe policy framework and continuing education for staff through targeted sessions. The Office continued to build partnerships with leading child safe agencies and provide input to emerging child safe policy and initiatives including the Child Protection Act Review and the NSW Government's response to the Royal Commission into Institutional Response to Child Sexual Abuse.

In March 2018, the Office delivered a Child Safe Sport Forum to over 100 representatives from SSOs and peak bodies on the Royal Commission's findings and recommendations.

Regional Sport and Active Recreation

2017/18 KEY ACHIEVEMENTS

• Developed nine Regional Sport and Active Recreation Plans in collaboration with local communities and sector partners, including SSOs and local government

The NSW Government is committed to ensuring sport and active recreation is vibrant and valued throughout NSW.

The Office is taking a place-based approach to the planning, investment and delivery of sport and active recreation in regional NSW, to better reflect the differing contexts and needs across regional NSW.

For each of the nine (non-Sydney metro) regions of NSW, the Office has led the development of region-specific sport and active recreation plans. These plans have been developed in partnership with key sector partners, including local government, Regional Academies of Sport, SSOs and their regional associations and clubs, and non-government organisations. Extensive consultation was undertaken during the development of the plans to ensure a broad spectrum of views were considered.

Consistent with this holistic regional planning, the Office is also taking the opportunity to redesign its regional service delivery model. The Office is developing a new regional delivery structure which aligns with the regional sport plans and better connects the Office's regional sport programs and facilities provided through its 11 sport and recreation centres and nine regional offices with those provided by the 11 Regional Academies of Sport and other sector partners.



Sport Regulation

2017/18 KEY ACHIEVEMENTS

• Strong support of the Combat Sports Authority's Review of the Combat Sports Act 2013

The NSW Government recognises the risks involved in combat sports and regulates combat sports contests to promote integrity and ensure the health and safety of contestants. Similarly, the Government also recognises the importance of regulating the health and safety risks associated with motor sport.

The Office is responsible for:

- Supporting the Combat Sport Authority (the Authority) in its administration of the *Combat Sports Act 2013*
- Administering the Motor Vehicle Sports (Public Safety) Act 1985

During 2017/18, over 6,900 combat sports registrants were managed through the Authority's registration system, 190 contest permits issued, and 10 penalty notices issued for offences against the Act.

The Office also initiated consultation with the motor sport industry as part of a review of the *Motor Vehicle Sports (Public Safety) Act 1985.* A review of motor sport legislation will be considered as part of the development of a comprehensive NSW Motor Sport Strategy which is scheduled to commence in late 2018.

STRATEGIC INITIATIVE: COMBAT SPORTS ACT REVIEW

In March 2018, the Hon Stuart Ayres MP, Minister for Sport, requested the Combat Sports Authority of NSW to conduct a comprehensive review of the *Combat Sports Act 2013*, following the Deputy Coroner's Inquest into the death of professional boxer David Browne.

A consultation paper was distributed to more than 7,000 industry participants and stakeholders and six public consultation forums were held in April and May 2018 to seek industry input to the review. Given the complex technical and medical issues involved in the review considerations, the Authority formed a Medical Advisory Committee to formulate recommendations for consideration by the Authority.

The Authority considered the Committee's recommendations and feedback from industry consultation and formulated its report to the Minister by year's end.





03 Participation

Participation in organised sport, active recreation and physical activity delivers significantly improved outcomes in health and well-being, education, social inclusion and community cohesion.

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

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

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

Our Targets

65%

of the NSW adult population participating in regular physical activity by 2025

of children participating in regular physical activity outside school by 2020

Participation in NSW

Physical activity participation rates in NSW are significantly below recommended levels. Current NSW data shows only 24%' of children in NSW (age 5 to 15 years) and 59%^{**} of people aged 16 years and over meet the levels of physical activity recommended by the World Health Organisation.

As demonstrated in **Table F** below, in relation to participation data, Sport Australia's AusPlay survey for 2017 shows NSW had 63.2% (over 4 million) of adults participating in regular sport or physical activity (at least three times per week). This was an increase from the 2016 level of 58.8% and consistent with the national participation level of 63.0 %.

AusPlay data reported that 25.9% (over 382,500) of children aged 0-14 years participated in sport or physical activity three times per week outside school hours, up from 20.7% in 2016. This level compares favourably with the national participation level of 25.0%.

These AusPlay results, whilst only relating to two calendar years, are a pleasing trend which suggests strategies and programs to increase participation in physical activity by many sector partners in NSW and nationally are delivering a positive impact.

TABLE F: NSW PHYSICAL ACTIVITY PARTICIPATION

	2017 (%)	2018 (%)
% of the NSW adult population regularly participating in physical activity	58.8	63.2
% of children regularly participating in organised sport or active recreation outside school	20.7	25.9

The top ten physical activities highlighted in the 2017 AusPlay data are:

- Walking (recreational)
- Fitness/gym
- Swimming
- Athletics, track and field (includes jogging and running)
- Cycling
- Bush walking
- Yoga
- Golf
- Tennis

* NSW Child Health Survey 2016/17

** NSW Adult Population Health Survey 2017

03 PARTICIPATION

AusPlay data clearly shows there is a consistently lower level of participation by lower socio-economic and culturally and linguistically diverse cohorts, and women and girls. There is also a significant drop off in participation as children reach teenage years, particularly for young girls.

This demographic data reflects some of the primary barriers to participation in sport and physical activity and informs key focus areas for action.

Participation Strategy and Planning

2017/18 KEY ACHIEVEMENTS

 Active Kids program developed and successfully launched on 31 January 2018, providing NSW families with financial support of \$40.7 million by 30 June 2018

NSW Women in Sport Strategy developed

Achieving increased community involvement in physical activity is a significant challenge in today's landscape. Many barriers including time pressures, affordability, poor health, motivation, and access to facilities prevent people from becoming active on a regular basis. Strategies to increase participation necessarily involve many sector partners, both government and non-government and require well-coordinated evidenced-based actions to achieve sustained cost-effective impacts.

The Office of Sport's approach is predicated on effective collaboration with key partners on participation initiatives, funding and support of participation programs, direct involvement in participation program delivery, and leveraging its roles in sector development and sport infrastructure.

In addition to the very significant work on *Active Kids* and development of a women's sport strategy outlined below, the Office of Sport continued its involvement in whole of NSW Government initiatives relating to health and well-being from increased physical activity.

TACKLING CHILDHOOD OBESITY

The Delivery Plan for this Premier's Priority builds on the *NSW Healthy Eating and Active Living (HEAL)* Strategy 2014-2018.

The Office of Sport is a key agency contributing to these initiatives and collaborates with several agencies to:

- Better leverage NSW and Australian Government funding and grants for local sport and active recreation infrastructure and facilities that support increased participation
- Provide healthy foods at venues
- Promote key messages (Make Healthy Normal Campaign) via fans and venue managers
- Influence land use planning to provide for open space for sport and active recreation and enhanced community liveability

The Office of Sport has committed to implementing healthy food and drink in its 11 sport and recreation centres. This includes consideration of healthy food and drink options across the entire supply chain. The Office has worked with the Ministry of Health to review menus and will now work to develop more healthy food options.

NSW AGEING STRATEGY

A key activity under the *NSW Ageing Strategy 2016–2020* is the *Get Active Plan* which encourages older people in NSW to live active and healthy lives through improved physical and mental health well-being.

Research shows that physical activity improves the health and wellbeing of older people. Taking part in regular physical activity improves mental health, maintains muscle strength and flexibility, and reduces the risk and impact of falls. Physical activity, particularly through organised sport, also provides an essential opportunity for social connection for older people.

The Office of Sport has worked closely with the Department of Family and Community Services (FACS), who is leading this work. This initiative is seeking to:

- Increase participation by older people through programs designed around their needs
- Normalising the playing of modified sports

In 2017/18, seed funding of \$100,000 was provided to Football NSW, Netball NSW and Gymnastic NSW to develop modified programs for older people under this plan. These modified sports contribute to making physical activity a normal part of a routine for program participants and re-engage inactive older people.

- The Office of Sport worked with FACS to:
- Provide relevant data about participation in various sports and assistance to target the appropriate sports to participate

• Develop an evaluation framework for the pilots through its partnership with the University of Sydney's SPRINTER Group

Identify further sports for funding for additional pilots in 2018/19

STRATEGIC INITIATIVE: ACTIVE KIDS PROGRAM

The Active Kids program was introduced as a major initiative of the 2017/18 NSW Budget to increase children's participation in physical activity and sport by reducing participation costs which are recognised as a significant barrier to participation. The program is a key component of the Government's strategy lead by NSW Health, to reduce childhood obesity.

The program provides a \$100 voucher per calendar year for each school enrolled child who participates in physical activity or sport of at least eight weeks duration. The voucher may be used with a registered activity provider for registration, participation and membership costs for sport and active recreation. The program is not means tested.

The Office of Sport partnered with Service NSW to deliver this program which was successfully launched on 31 January 2018.

Targeted engagement is underway within socially disadvantaged communities in; rural and remote NSW, culturally and linguistically diverse communities, Indigenous communities, and children with disabilities and their families in recognition of their over-representation in the cohort of children not undertaking recommended levels of physical activity.

As at 30 June 2018, over 571,000 vouchers had been downloaded by parents or carers, and approximately 411,000 vouchers had been redeemed with registered sport and active recreation providers. This has provided more than \$40.0 million in financial support for NSW families in 2017/18. A total of 5,877 approved program providers were registered by 30 June 2018.

The success of the program is reflected in the significantly higher (132%) than expected created rate of vouchers by parents and carers (at 30 June 2018) and feedback from major sports which attribute increases in registrations in their sports to the program. The program has also afforded an opportunity for some sports to develop new offerings tailored to the requirements of the program.

Over the next four years, the Office of Sport will work

with the University of Sydney's SPRINTER Group to evaluate the impact of the program on increasing participation and contributing to the reduction of childhood overweight and obesity.

STRATEGIC INITIATIVE: NSW WOMEN IN SPORT STRATEGY

The women's sport landscape is changing rapidly and there is an unprecedented interest in women's elitelevel sport. Sports are being challenged to provide opportunities for women and girls.

The major issues for women and girls in sport are lower participation rates of some groups, low representation in key on-field and off-field leadership roles, access to appropriate facilities, and recognition of the commercial value proposition and importance of women's sport in driving social outcomes.

The NSW Government is committed to supporting women in sport and has over recent years invested in attracting elite level women's sport events, upgrading of facilities, and support for SSOs in tackling the barriers to participation by women and girls.

During 2017/18, the Office of Sport led the development of the NSW Women in Sport Strategy *Her Sport Her Way* to provide a more comprehensive approach to activities directed to shaping the future of women's sport. The strategy is framed around four areas; participation, places and spaces, leveraging investment, and leadership, with a comprehensive suite of initiatives targeted to address the major issues facing women and girls in sport.

The new strategy, due to be released in 2018/19, has involved consultation with close to 800 sports, stakeholders and industry thought leaders, including workshops, focus groups, and an International Women's Day Sport Leaders' Breakfast.

The Office of Sport also developed a Women in Sport Participation Framework and an on-line tool for SSOs. This builds on previous work undertaken for Sport Australia on drivers and barriers to participation.

Participation Funding and Support

2017/18 KEY ACHIEVEMENTS

 The Office of Sport provided over \$50.6 million for funding programs (refer to Appendix N), of this \$4.3 million was directed to participation activities including the Local Sports Grant Program and Discretionary Funding

DISABILITY SPORT SUPPORT

The Office of Sport provides funding and works with sports and community organisations through networks, forums and planning and education sessions to provide opportunities for people with a disability to have active lives and participate in sport and active recreation.

In 2017/18, more than \$1.2 million was provided to SSOs and local sports clubs to support initiatives and facility upgrades that promote increased participation and improve access for people with disability. This included \$266,000 that was provided to 19 State Sporting Organisations for Disability (SSODs) and 13 SSOs were provided \$441,000 for projects to improve sport pathways and increase participation.

The Office of Sport also worked with SSOs to strengthen the interface between sport and disability services and enhanced its Find a Club directory to include specific information on how people with disability can get involved in sport.

The Office's *Disability Action Plan 2017-2021* was developed during the year. It identifies actions the Office will undertake over the next four years to foster an inclusive environment for people with disability, through policies, practices and high-quality products and services that engage, reflect and respond to their diverse needs.

Please refer to **Appendix C** for further information in relation to the Office of Sport Disability Inclusion Action Plan.

INDIGENOUS SPORT SUPPORT

Participation in sport and active recreation can assist in engaging Aboriginal communities and plays an important role in improving Aboriginal health and well-being.

Recent data from Sport Australia, indicates that Indigenous Australians were less likely than non-Indigenous Australians to participate in sport or physical activity.

The Office of Sport is committed to decreasing Indigenous disadvantage and extending our efforts to help Indigenous Australians be involved in sport and active recreation across NSW. The Office currently employs five Aboriginal

Sport Development Officers and a Project Officer to improve access to sport participation opportunities for Aboriginal communities. The Office also works with community groups and sport to develop opportunities for enhancing Indigenous participation outcomes.

The Koori Netball Tournament held in partnership with Charlestown Netball Association in October 2017 attracted 94 teams of Indigenous netballers across seven divisions from as far afield as Lismore, Wagga Wagga, Mt Druitt and Brewarrina. More than 1,400 Aboriginal netballers were part of the event.

A partnership was created with local organisations to implement Sport Australia's Yulunga program. Yulunga is a selection of traditional Indigenous games and activities played in Australian Aboriginal and Torres Strait Islander societies. Traditional pastimes are included along with some modern activities.

The provision of funding and support to Cricket NSW enabled the delivery of eight in2cricket and T20 Blast programs in identified regions to promote participation in the game of cricket. Each program targeted local Aboriginal and Torres Strait Islander youth from 8-12 years of age. Local role models were trained to deliver the programs.

YOUTH AND MULTICULTURAL PROGRAMS

The Office of Sport Youth Sport program aims to improve opportunities for youth in sport and for sports to utilise young people to enhance participation outcomes and develop strategies to address youth dropout in sport. The program was established through a 2016 partnership with Sport Australia.

In 2017/18, the Office of Sport supported several youth engagement and leadership initiatives under the Youth Sport Program including working with state sporting organisations to develop youth engagement strategies and the sharing of successful strategies through a number of digital stories including an overall snapshot of the program strategies.

The Office of Sport also provided networking/leadership opportunities including the 2017 Youth Sport Forum to inspire 60 youth sport advocates and leaders. The forum provided an opportunity to network with likeminded youth and provide thoughts on the future direction of sport including; what is working well, what could change, the value of a youth sport collective, and networking opportunities. Youth sport leaders provide a valuable contribution to the future of sport and the program continues to provide opportunities for sporting organisations to identify ways to improve their engagement with young people.

Sport and Recreation Centres

2017/18 KEY ACHIEVEMENTS

- 205,000 children and adults participated in a diverse range of programs delivered at sport and recreation centres (centres)
- Community use of centres increased by 1.5%
- Several new community partnerships and programs established to increase access to sport and active recreation opportunities

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

In addition to a diverse range of programs for schools, children, families, corporate groups, and community organisations the centres run specialised programs for disadvantaged and under-represented groups.

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

In 2017/18, the centres continued to provide opportunities to participate in sport and recreation activities with 205,000 adults and children attending school programs, holiday camps, community camps, family weekends and other activities.

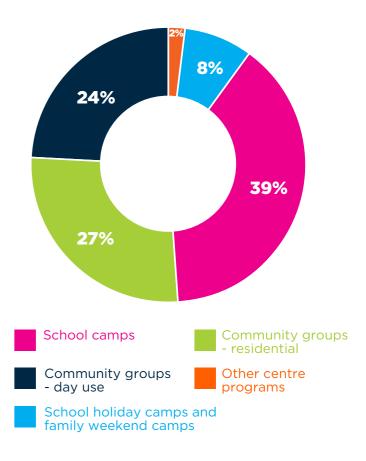
A focus on making the facilities at centres more accessible to the community and creating stronger partnerships with the sport and active recreation sector saw an increase of 1.5% in community use of the centres for residential and day programs and activities.

Examples of increased access and utilisation of the facilities to support participation in sport and active recreation include the Mums and Bubs program to assist new mothers to reengage in participation, senior's programs to provide new experiences with clubs and groups, local sporting teams accessing centre facilities as training and competition venues, and local and regional sports choosing the centres for events and competitions.

Schools continued to access the programs offered by the centres to provide children with opportunities to experience new activities in a supportive and safe environment.

Customer satisfaction with the services offered by the centres remained high with 91% of participants satisfied or very satisfied with value for money.





To further improve the capacity of the centres to support participation in sport and active recreation the Office of Sport commenced the development of business cases to guide future development of the centres to align with community and sector needs and identify opportunities for greater access to facilities.

Olympic Sport Venues

03 PARTICIPATION



- 371,333 participation days were provided by the Olympic sport venues operated by the Office of Sport
- Surfaces at the Sydney International Equestrian Centre were upgraded to an international standard available for general participation through to international competitions
- The Sydney International Shooting Centre hosted 1,090 participants in the *Learn to Shoot* program

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

SYDNEY INTERNATIONAL EQUESTRIAN CENTRE

The Sydney International Equestrian Centre (SIEC) continues to deliver some of the finest equestrian facilities in the world, and delivering equestrian events for international, national, state and club level of competition.

Affiliated organisations of Equestrian NSW and Equestrian Australia, plus individual horse societies continue to be the major users of the centre.

The venue also hosted the prestigious Grand Nationals, NSW Interschool Championships, NSW Pony Club Camp, Riding for The Disabled and NSW Arabian State events.

A total of 126,812 participants across 250 events and bookings were hosted at SIEC in 2017/18.

There were eight international events, 10 national and 12 state accredited equestrian events held at the venue.

The venue also hosted many equestrian clinics, 18 of which were at elite level, 19 at development level and 26 at club level.

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

Five school cross country running events took place including The Christian Schools Sports Association of NSW carnival featuring over 2000 runners. SIEC is also the main location in NSW for towing education courses for owners of caravans and horse floats. Dog agility shows, and an annual Koi fish display, took place and the venue grounds were also used for film and photography shoots.

The NSW Government has recently invested over \$1.3 million to improve the standard of facilities for equestrian sports. The package of capital works includes an upgrade of the Indoor Arena and Arena 6 to international standards with the Ebb and Flow arena surface system.

Stage one of the provision of a horse path that connects the stables to North Truck Park was completed providing a safer environment for riders and their horses.

SYDNEY INTERNATIONAL SHOOTING CENTRE

The Sydney International Shooting Centre (SISC) supports shooting as a sport, both through participation and the high-performance pathway.

In 2017/18, SISC had a total of 1,378 bookings, lower than 2016/17 due to closure for the major upgrade of targets. The SISC welcomed nine new resident clubs, bringing the total to 32 shooting clubs using the venue.

Participation continued to increase due to the Office of Sport's oversight of the clay target ranges and an increase in Resident Clubs. A total of 27,146 individuals participated in shooting activities throughout the year.

The major event for the year, after a \$2.4 million upgrade of new decimal place electronic targets to meet international standards and keep the Venue compliant, was the ISSF Junior World Championships in March. This new targetry upgrade has now attracted the 2019 World Para Shooting Championships and will be the same system used at the 2020 Tokyo Olympic Games.

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

The *Learn to Shoot* program hosted 1,090 participants and 87 participants undertook the firearms safety training.

SYDNEY INTERNATIONAL REGATTA CENTRE

The Sydney International Regatta Centre (SIRC) was purpose-built for the 2000 Sydney Olympics and Paralympics, with one of the best rowing and sprint kayak courses in the world. The centre can facilitate water and land based sport events of international, state and club level, community and cultural events and other recreational activities. SIRC is a unique sporting, corporate and social venue and the Office's aim is to deliver a well managed facility that meets the needs of users and investors.

SIRC maintains the Government's Olympic legacy commitment to the sports of rowing, sprint and canoe/ kayak. The centre also provides public access for casual recreation, with visitations of 386,048 in 2017/18.

A total of 216,388 people participated in 513 events held at the venue, up from 497 events in the previous year. Events included 39 regattas over 80 days, 27 cycling events and 28 triathlons.

There were 670 training bookings for activities, including rowing, paddling, swimming, triathlon and dragon boating.

The centre has sought to drive increased utilisation by attracting community events. Regular programs run throughout the year include; parkrun, jetpack, fishing, model cars, boats and planes, fitness classes, Sailability, school sport, and driving and education courses.

Other special community events included the, Senior Week Open Day, Girls Active Day, Australian Ballet, Sydney Road Championships (cycling), assorted car shows, school cross country carnivals, NSW Open Water Swimming Championships, the Western Sydney Marathon, Police Polair Training and Correctional Services dog training.

SOUTHERN HIGHLANDS REGIONAL SHOOTING COMPLEX - HILL TOP

The Hill Top range came under the management of the Office of Sport in October 2016. The range is the home ground to six shooting clubs within the Illawarra and Southern Highlands area with 987 individuals participating in shooting activities throughout the year. The range is only open weekends and has limited capacity.

The Office of Sport is constructing a new 500m and 50m range at this location and its projected these ranges will be available for use in early 2019. The Office of Sport has also secured the WA1500 World Championships to be held at the complex in September 2019.

Duke of Edinburgh's International Award Program

2017/18 KEY ACHIEVEMENTS

- The Office of Sport's licence as the State Award Operating Authority was renewed until 2021
- 13,428 participant registrations
- Cricket NSW and Netball NSW confirmed as Registered Activity Providers, recognising the award as a valued proposition for volunteer engagement

The Duke of Edinburgh's International Award program is a structured youth development program, empowering young Australians aged between 14 to 25 years of age to explore their full potential, regardless of their location or circumstance.

The Office of Sport manages the program in NSW and provides training and support to registered coordinators and award leaders in schools and community organisations.

The Award's Adventurous Journeys are delivered through the Office of Sport's sport and recreation centres.

TABLE H: DUKE OF EDINBURGHINTERNATIONAL AWARD

	2016/17	2017/18
Number of people provided training and support	232	203
Overall participants	12,658	13,428
Award operators	435	434

TABLE I: AWARD COMPLETIONS

	2016/17	2017/18
Gold award	810	756
Silver award	1,570	1,536
Bronze award	4,004	3,804

04 High Performance Sport



High performance sport is an important driver for participation in sport and attendance at major sporting events. High performance sport provides inspirational role models who engender state and national pride and help strengthen the social fabric of local communities, regions and Australia.

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

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

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

Our Targets

80%

of NSW teams with top three ranking in national aged junior competitions

355% of NSW athlete representation in national teams

High Performance Sport in NSW

The NSW high performance system plays a vital role in achieving high performance outcomes for NSW athletes and teams, and in supporting Australia's high-performance sport achievements. It has many stakeholders including; the Office of Sport, SSOs, the NSW Institute of Sport (NSWIS), NSW state sport high schools, regional academies of sport, as well as parents, coaches, clubs, school and universities.

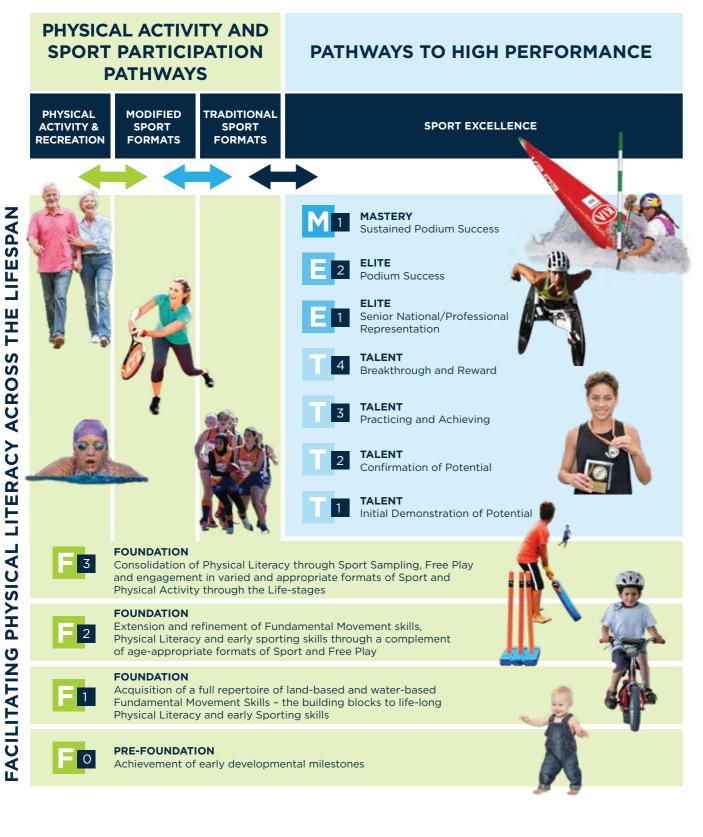
The Office, through its lead responsibility for sport policy and strategy, has a focus on system efficacy and alignment, particularly on pathways to high performance, system capability, and system performance.

SSOs, NSWIS, state sport high schools, the broader school and university network, clubs and regional academies of sport support pre-elite athlete development. The 11 Regional Academies of Sport across NSW operate as independent incorporated associations governed by volunteer boards, except for the Far West Academy of Sport and the South-East Sports Academy, which are currently managed by the Office of Sport.

NSWIS supports Australian athletes to become world's best by working in collaboration with sport to create and deliver high performance services and environments as well as playing a vital role in the national performance system in collaboration with the Australian Institute of Sport (AIS), other state and territory institutes and academies of sport and national sporting organisations.



FIGURE 1: ATHLETE PATHWAYS FRAMEWORK



04 HIGH PERFORMANC

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As demonstrated in **Table J** below, current system performance assessment is positive based on levels of NSW athlete representation in national teams, and the performances of NSW junior teams in national competitions. There is however, a clear opportunity to further improve NSW sport high performance outcomes.

TABLE J: HIGH PERFORMANCE SYSTEMPERFORMANCE

Breakdown of attendance by type	2017/18
Target - NSW Sports Performance - % of NSW teams in top three ranking in national aged junior competitions	69%
Target - NSW Athletes Summary - % of athletes from NSW on national teams	34%

NB: not all SSOs provided data so the above information is approximate

A similarly sound performance is reflected in the performance of NSWIS athletes at international benchmark events. In 2017/18, 87 NSWIS athletes were selected in the 2018 Australian Commonwealth Games team (21% of the team), with 46 athletes winning at least one medal. 38 NSWIS athletes were selected for the Australian Winter Olympic (33) and Paralympic (5) Games teams with three athletes winning four medals.

High Performance System Strategy

2017/18 KEY ACHIEVEMENTS

- Improved collaboration, alignment, and capability in the NSW high performance sport system
- Major contribution to thought leadership on national high-performance system reforms through the Meeting of Sport and Recreation Ministers Forum

There have been significant changes in the national sporting landscape, reflected in the Australian Government's announcement of a planned National Sport Plan and review of the roles and strategic direction of the Australian Sports Commission (now Sport Australia) and the Australian Institute of Sport.

During 2017/18, the Office established dedicated specialist resourcing to progress enhancements to the NSW high

performance sport system. The Office also continued to actively lead discussions on strengthening collaboration within the NSW high performance system.

In partnership with NSWIS and the Australian Institute of Sport (AIS), the Office of Sport delivered two *Pathways*, *Partnerships and Platforms* workshops. The workshops aimed to increase knowledge of athlete pathways, improve talent identification practices and encourage platforms to enhance partnerships and track talent development. Workshops focussed on athlete wellbeing, personal excellence and coach development and were attended by 142 practitioners.

The Office continued to support a national steering committee chaired by Ms Liz Ellis AM, to identify opportunities to improve the performance of the national high-performance system and the National Institutes Network. This thought leadership culminated in Australia's sports Ministers deciding in August 2017 that the Australian Sports Commission would lead the development of a National High-Performance Sport Strategy in partnership with States and Territories and that a collaborative high performance operating model would be developed to support this strategy.

STRATEGIC INITIATIVE: NSW HIGH PERFORMANCE PATHWAY STRATEGY

Australia's high-performance system and talent pathways systems (refer to the **Figure 1:** *Athlete Pathways Framework*) have many opportunities for improvement including:

- Athlete and coach identification, development, and retention processes and related education and support of all key stakeholders
- Pre-elite athlete development support and aligned education of athletes and coaches
- Access to appropriate programs, facilities, camps and competitions
- Increasing the low conversion rates of senior national representatives to international podium level
- Alignment and cohesion of high performance program delivery across multiple stakeholders

The Office of Sport, through the development of the *NSW Pathways to High Performance Strategy* aims to drive improved high performance outcomes from NSW athletes through a better-aligned, inclusive and focused performance pathway system. Strengthening the effectiveness of our high performance pathways, systems



in NSW, will strengthen and sustain NSW's competition results and NSW athlete national representation.

The Office is leading the review and refinement of sport pathways within NSW, in collaboration with its system partners including NSWIS, the NSW Regional Academies of Sport, the NSW Regional Centres, State Sporting Organisations and School and University networks.

This initiative utilising the Foundation, Talent, Elite and Mastery Framework will:

- Guide the development and implementation of NSW Government strategies promoting life-long physical activity and sports participation, and sustainable highperformance outcomes
- Inform the review and alignment of NSW sport pathways incorporating identified pathway stakeholders
- Inform the review and refinement of current pathway practices including the identification, development and transition of emerging NSW athletes to ensure a stronger athlete talent pipeline and ultimately, sustainable highperformance outcomes for NSW
- Promote greater stakeholder awareness, knowledge and engagement including importantly, coaches who directly support participants and emerging athletes across NSW
- Inform the review and refinement of current educational and development initiatives for athletes, coaches, athlete support providers and parents.

High Performance Funding and Support

2017/18 KEY ACHIEVEMENTS

- The Office of Sport provided over \$50.6 million for funding programs (refer to appendix N), of this \$19.2 million was directed to high performance activities including regional academies of sport and the NSW Institute of Sport
- \$34.4 million in funding support provided to five National Rugby League (NRL) clubs as a part of the NRL Centres of Excellence program

The Office of Sport provides grant funding and other support for high performance sport and seeks to ensure coherence of strategy through collaboration with key partners. During the year, the Office provided \$16.7 million in funding support to the NSW Institute of Sport, an increase of \$3.0 million over 2016/17. This funding enabled high performance programs to be provided for 400 elite and emerging athletes across 15 sport programs.

The Office also provided \$2.5 million in funding support for Regional Academies of Sport and entered into threeyear funding agreements with each academy to provide for increased funding certainty. This funding enabled continued support for some 2,000 talented young men and women across 30 sports and 110 athlete development programs.

STRATEGIC INITIATIVE: NRL CENTRES OF EXCELLENCE GRANTS PROGRAM

Centres of Excellence were identified as an important part of the Stadia Strategy to maintain the link between high performance sport and community engagement.

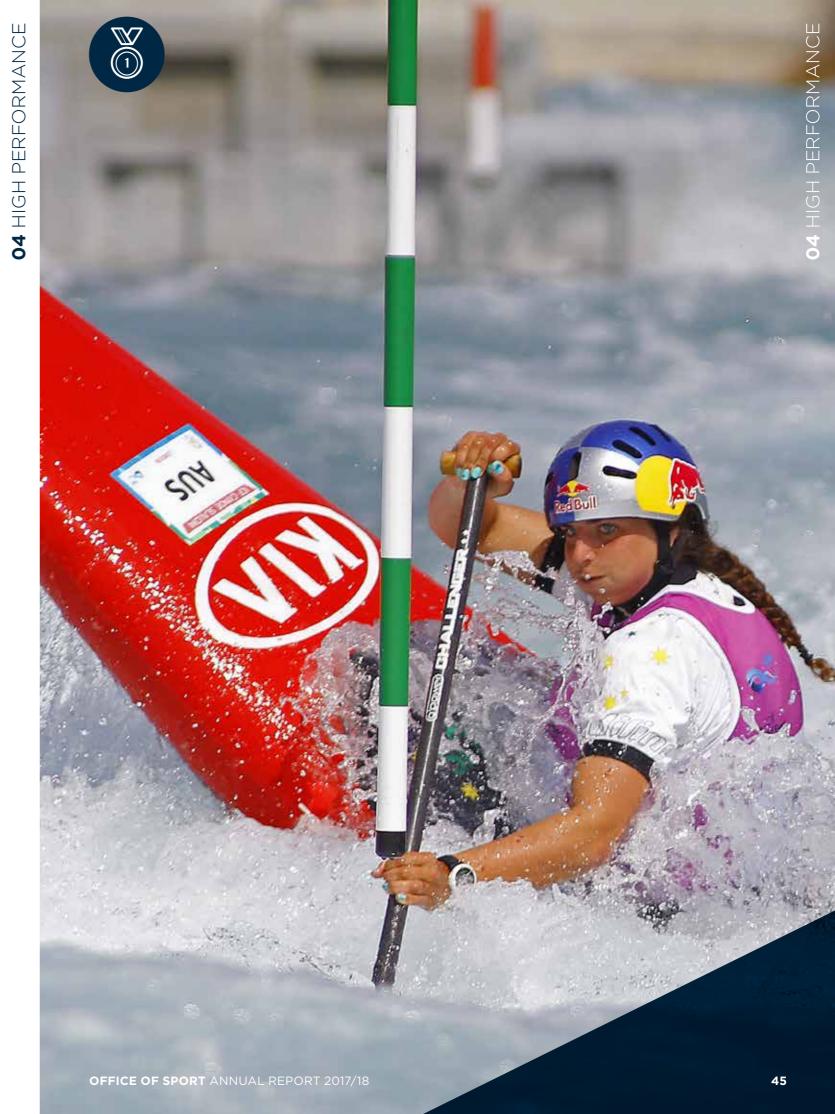
The NRL Centre of Excellence fund was created after the NSW Government redirected funds previously allocated as cash payments for NRL Grand Finals towards communitybased Centres of Excellence. In December 2017, the program was increased from \$40 million to \$50 million.

The Program is an application-based grant program through which NSW NRL Clubs apply for funding to enable their 'home ground' and/or training facilities to be given new life as elite training facilities, for talent/youth development, and to provide increased community access and engagement. Funding from the NSW Government must be matched dollar for dollar from NRL Clubs and/or third parties.

In 2017/18, following independent assessment by a panel chaired by the Hon John Fahey AC, funding was approved for five proposed Centres:

- Canterbury Bankstown Bulldogs \$2 million
- Newcastle Knights \$10 million
- South Sydney Rabbitohs \$8.696 million
- Sydney Roosters \$5.765 million
- Cronulla Sharks \$8 million

Funding reservations were also made for two more clubs (Manly Sea Eagles and West Tigers) whilst they further develop their Centre of Excellence proposals.



05 Our Capability

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Mature agile organisational capability aligned with our business strategy is a critical enabler.

ORTH CRO

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

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

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

• Embed organisational excellence and a commitment to continuous improvement

Our Targets

75%

employee engagement rating by 2020

An organisational excellence rating of

550 points

under the Australian Business Excellence Framework by 2020

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Organisational Capability Improvement

2017/18 KEY ACHIEVEMENTS

- The Office of Sport's Employee Engagement Index improved to 67% from 64% in 2016/2017
- The Office of Sport's Australian Business Excellence Framework score increased to 401 points from 295 points in 2016/17

EMPLOYEE ENGAGEMENT

The employee engagement score of 67% reported in the Office's 2016/17 Annual Report was the combined score for Venues NSW, the Sydney Olympic Park Authority and the Office of Sport. The Office's score was 64% in 2017.

During the year, the Office of Sport focussed on addressing the key areas for improvement identified in the 2017 survey results, including:

- Providing opportunities for career advancement by investing in our employees through training and development
- Improving the way managers interact with employees by delivering management training
- Revitalising the performance management system to make it simpler and more meaningful for employees
- Recognition of outstanding performance through the Chief Executive's annual awards in addition to developing local reward and recognition schemes
- Supporting high calibre talent and aspiring leaders through a mentoring program
- Better internal communication processes to keep employees informed and up-to-date

The increased level of employee engagement achieved in the 2018 survey (67%), reflects the impacts of actions to address these key opportunities for improvement.

The Office of Sport's 2018 score, whilst above the NSW Public Sector average of 66%, still highlights opportunities for further improvement. In 2018/19, the Office will be focusing on:

- Improving the way change is managed throughout the organisation
- Providing employees with greater opportunities to contribute, particularly through generating innovative solutions
- Enhancing our communication with a focus on information from senior leaders
- Improving co-operation between our teams
- Embedding our values-based culture to build employee confidence that decisions are ethical and transparent

47

OUR CAPABILITY 05

system.



Sport and Recreation Centres, Regional Offices, and

implementation commenced. HomeBase is a cloud-

for the Office of Sport's frontline service delivery

In 2017/18, the first phase of the HomeBase

Venues NSW identified the need to replace the existing

based service that creates an organisation wide solution

BUILDING OUR CAPABILITY

The Office of Sport is focussed on building new organisational capability that supports the strategies being pursued to build a vibrant and valued sector, and addresses legacy capability issues.

Organisational capability improvement is founded on the development of a performance culture and embedding organisational excellence through a commitment to continuous improvement.

The Office of Sport's approach to organisational excellence is one of benchmarking progress against best practice using the Australian Business Excellence Framework and synthesising improvement plans with actions identified through our employee engagement survey findings. We are implementing a range of initiatives to improve structure, systems and processes, develop the skills and capabilities of the workforce, and enhance the effectiveness of our leadership, governance and risk management systems.

In 2017/18, the Office of Sport commenced implementation of the following initiatives to grow capability:

- Business Excellence Program
- IMT Platform Rebuild Program
- HomeBase Implementation Strategy
- Shared Corporate Services Program
- Records Management Framework
- Modernise and Optimise Sport and Recreation Centres
- Manager capability training

STRATEGIC INITIATIVE: BUSINESS EXCELLENCE PROGRAM

The Office of Sport has established a target of achieving a score above 550 by 2020 against the Australian Business Excellence Framework (ABEF).

The ABEF sets out systems and practices that an organisation requires to be high performing and achieve outstanding results. Assessing against a best practice framework, provides the Office of Sport with the opportunity to measure and compare performance and improve effectiveness and efficiency.

In 2017/18 the Office of Sport:

- Undertook a baseline Organisational Performance Assessment achieving a score of 295 points
- Implemented an ABEF Action Plan derived from the

findings of the baseline assessment

 Achieved an increased ABEF score of 401 in 2018, representing significant progress towards the 2020 target of 550

The 2017/18 Action Plan focussed on addressing the following six high level recommendations:

- Alignment of strategy, goals and measures
- Deployment of strategic and operational plans
- Information and knowledge management
- Culture and values
- Systems and processes
- Employee engagement

During the period, solid foundations have been laid to improve the Office of Sport with significant gains made across Business Excellence categories including leadership, strategy and planning, people and process management.

STRATEGIC INITIATIVE: IMT PLATFORM REBUILD PROGRAM

The Information Management Technology (IMT) Rebuild is a collection of projects aimed at best positioning IMT infrastructure to support the work of the Office of Sport. now and in the future. This includes the remediation of IMT infrastructure, service management, information security, mobility strategy, and strengthening authentication.

In 2017/18, the Office of Sport:

- Consolidated telephony in the head office at the Sydney Olympic Park site and extended the implementation of Voice Over IP (VoIP) across the organisation
- In collaboration with the Department of Industry, initiated a project to decommission the legacy, on-premise, infrastructure moving it to infrastructure as a service
- Implemented an IT services management system (ITSM) incorporating the Information Technology Infrastructure Library
- Implemented an industry leading tool to support ITSM best practice
- Engaged with the Department of Finance, Services and Innovation to extend the implementation of the Identity Hub across the Office of Sport Cluster

STRATEGIC INITIATIVE: HOMEBASE IMPLEMENTATION STRATEGY

An audit of the Office of Sport's Customer Information Management System (CIMS), used by Olympic venues,

• Commenced implementation of a single, consolidated Electronic Document and Records Management

requirements. HomeBase provides a solution for; The Office of Sport's Sport and Recreation Centres facility bookings, membership, event management and provide a range of sport and active recreation services accounts receivable and collections management. and facilities for school, sporting and community groups. It is expected that this project will be completed in The aim of this initiative is to modernise and optimise the operations and roles of the Office's 11 Sport 2018/19 and enable more cost-effective service delivery. and Recreation Centres, to ensure that they offer contemporary, fit for purpose facilities and programs to the community, and that their role and programs align with the newly developed Regional Sport Plans.

STRATEGIC INITIATIVE: SHARED CORPORATE SERVICES PROGRAM

The objective of the Shared Corporate Services Program is to improve the efficiency and effectiveness of corporate support functions by sharing systems, processes and structures between the Office of Sport, NSW Institute of Sport, Sydney Olympic Park Authority and Venues NSW. The Office of Sport is leading this initiative in collaboration with these sport cluster agencies.

In 2017/18, work was undertaken to develop high level options for the program, a cost benefit analysis, and a business case for implementing a shared Enterprise Management Suite that would allow for the integration of data sets for financial, human resources, payroll, assets and property management.

Work is now proceeding on finalising the business case for executive level endorsement and developing a procurement strategy.

STRATEGIC INITIATIVE: RECORDS MANAGEMENT FRAMEWORK

This strategic initiative is the implementation of

consolidated standard Electronic Documents and

Records Management System for the sport cluster

which includes Venues NSW, NSW Institute of Sport

and Sydney Olympic Park Authority. The Office of Sport

suppliers and consultants, convening project boards, and

is providing project management functions, procuring

developing associated documentation for the project.

In 2017/2018, the Office of Sport:

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System (EDRMS) across the sport cluster

• Established a Sport Cluster Records Policy and Business Classification scheme for records

STRATEGIC INITIATIVE: MODERNISE AND OPTIMISE SPORT AND **RECREATION CENTRES**

In 2017/2018, Sport and Recreation Centre staff and stakeholders contributed to consultations and planning workshops to develop the new Regional Sport Delivery Model. As part of these discussions, ideas on potential future services and roles for the sport and recreation centres were identified consistent with each Regional Sport and Active Recreation Plan.

In 2018/2019, the Office of Sport will prepare individual business cases for each centre to inform Government's consideration of any future investment in these centres and regional sport and active recreation.

Corporate Support 2017/18 KEY ACHIEVEMENTS

- Strengthened Office of Sport governance, sound financial management, and improved internal customer service focus
- Level 2b procurement accreditation achieved with the NSW Procurement Board, enabling the Office of Sport to procure goods and services up to a value of \$8.8m

CORPORATE GOVERNANCE

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

During 2017/18, the Office of Sport has strengthened the effectiveness of its corporate governance and risk management systems through implementation of the following initiatives:

- Establishment of a safety management system
- Establishment of an information security management system
- Delivery of a workforce planning framework
- Review and implementation of high priority policies
- Implementation of a new corporate planning framework incorporating an annual management cycle and improved performance reporting
- Implementation of an information management framework

Risk management is a key component of corporate governance and risk management maturity at the Office of Sport continued to improve with an overall average of 3.1 out of 5 using the NSW Audit Office risk maturity measures.

In 2015, the maturity rating was predominately level 2 (inconsistent), in 2016 and 2017 level 3 (consistentdesigned) and in 2018, two of the five categories matured to level 4 (consistent-implemented).

The NSW Audit Office Report on Internal Controls and Governance 2017 noted an overall average of 3.2 out of five across the public sector. No agencies were found to be at level five 'optimised' and only 21% were at level four 'consistent-implemented'.

Risk management was further embedded into daily activities and decision-making. It was a key component of a new Planning and Performance Management Framework which included assessing and reporting on key strategic initiatives.

Support and guidance to help staff manage risks included development of a tool to support more sophisticated risk analysis and risk identification in

large/complex programs and projects. The management of extreme and high rated risks saw improvements in overall control effectiveness ratings with none rated at the lowest level of control due to risk treatment action as detailed in **Table K**.Internal audit continued to aid business improvement and the treatment of high risks. The Strategic Internal Audit Plan included audits to explore areas of identified high risk, notably in food safety, emergency response, event management, stakeholder management and project management.

Major projects were immediately commissioned to implement audit recommendations addressing ineffective controls and high risk findings. Regular oversight of the status of implementation of audit recommendations was performed and reported.

The Audit and Risk Committee (ARC) continued to provide valued support and advice and a new independent member was appointed in February. The ARC noted the increasing sophistication of reporting.

CONFORMANCE

The Office of Sport effectively met government conformance requirements and other key compliance obligations. No obligations were rated as non-compliant and any financial management non-conformances were minor or non-material. Compliance obligations with a lower compliance rating improved by 8.3% from March 2016.

TABLE K: MANAGEMENT OF EXTREME/HIGH RATED RISKS

	Q4 2016/17	With treatments underway	Q4 2017/18	With treatments underway
Extreme/high rated risk with ineffective controls	11.1%	100%	0%	100%
Extreme/high risk with largely ineffective contols	18.5%	100%	6.3%	100%
Structured risk analysis or audit/review of extreme/high risk	21.9%		45.2%	

CAPABILITY OUR S O

PROCUREMENT

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

The Office has an overall procurement efficiency target of 5% across all new procurement activities and commercial arrangements under its procurement management plan.

During 2017/18, the Office of Sport implemented a range of initiatives to enhance its procurement capability and operational efficiencies. The Office was successful in attaining Level 2b procurement accreditation with the NSW Procurement Board, enabling the Office of Sport to procure goods and services up to a value of \$8.8 million.

As part of the NSW Government procurement savings target, the Office was allocated a savings target of \$257,000 in 2017/18 which was fully achieved.

The Office finalised 15 procurement projects in 2017/18 with a total whole of life value of \$33 million over a period of five to seven years. It is estimated that the new contracts will result in savings exceeding \$1.5 million over the life of these contracts.

HUMAN RESOURCE MANAGEMENT

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

During the year several initiatives were commenced or continued to strengthen our human resource management systems and practices. In addition to the achievements outlined above under 'Employee Engagement', the Office of Sport:

- Reformed the way recruitment is undertaken to provide a better applicant experience. During the year we undertook 66 separate recruitment processes to fill roles across the Office of Sport and Venues NSW.
- Undertook detailed workforce planning to support widespread restructuring across the Office of Sport including the creation of a staffing establishment and conversion to ongoing employment
- Developed a robust workforce planning framework to support business units plan for future workforce needs

- Finalised all role descriptions in line with the Government Sector Employment Act 2013
- Effectively managed staff performance and conduct, providing a range of support, training and advice to line managers.
- Implemented a suite of programs to improve resilience and deal with change
- Developed a comprehensive learning and development framework which is linked to employee performance plans

These measures support the Office's ongoing commitment to developing a skilled, engaged and professional workforce.

WORK HEALTH AND SAFETY

Work health and safety performance

A number of internal audit reports highlighted the need for a sharper focus on embedding health and safety reform at local management level. In response, a safety management system was endorsed with oversight by an executive steering committee to monitor our health and safety performance.

The Office maintained focus on building staff understanding of health and safety issues by integrating health and safety into their day-to-day activities. The Office also implemented support programs and holistic injury management practices to facilitate safe and sustainable return-to-work strategies for staff following injury or illness. To help manage emerging workplace risks and hazards the Office continued to develop a range of health and welling-being related programs and improve line managers' capability.

Challenges and future direction

Health and safety remains a key focus for the organisation as the Office of Sport continues to build a safety culture. In 2018/19, the Office anticipates greater improvements in our return to work outcomes and workers compensation performance. The Office will continue to strengthen our safety culture by focussing on injury prevention and build a workforce that embraces and owns safety, where employees understand their role in safety and incorporate it into daily work practices to ensure they are healthy, both physically and psychologically, for the duties required of them.

Prosecutions under the Work Health and Safety Act 2011

No prosecution action was taken against the organisation.

CUSTOMER SERVICE

Corporate services support for the Office of Sport and Venues NSW was delivered to agreed service levels and improvements initiated based on customer service survey feedback. Overall satisfaction with the advice and support provided to the business was 74%.

In 2017/18, the Office of Sport undertook the following initiatives to improve client service:

- Ensured regular visits to all Office of Sport locations
- Reviewed and rationalised the Chart of Accounts
- Developed an internal communications strategy
- Identified and implemented actions in response to the 2017 People Matter Survey
- Initiated regular client relationship meetings with Venues NSW

BUILDING OUR BRAND

The Office of Sport is a newly established brand following a long history as the Department of Sport and Recreation.

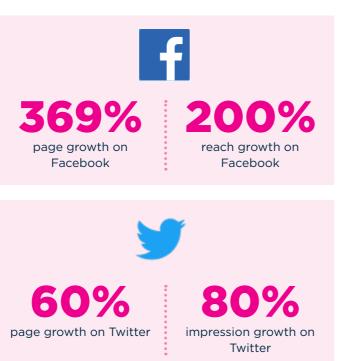
In 2017/18, work commenced on building the Office of Sport brand by working collaboratively with key internal and external stakeholders to undertake communications and marketing initiatives that strengthen our value proposition and increase brand awareness and community engagement.

The following initiatives were commenced to support brand development:

- Finalised the Communications Branch structure and related recruitment processes
- Established and commenced implementation of internal and external communications strategies
- Matured brand visual communications and commenced compliance requirements for the NSW Government Brand Guidelines
- Commenced a stakeholder engagement audit
- Developed media protocols and proactive media strategy

COMMUNICATIONS

In 2017/2018, the Office of Sport continued to strengthen brand awareness through external communications, digital, marketing and internal communications initiatives. A social media strategy was developed and implemented, which led to an increase in audience reach and engagement.





Creation of Office of Sport LinkedIn page

A sector newsletter, On the Ball, was successfully introduced, strengthening the Office's engagement with the sector by providing important updates on initiatives to key stakeholders.

Implementation of an internal communications strategy developed in 2016/17 continued to focus on employee awareness and education of the Office of Sport's purpose, vision and mission with communication scoring 65% in the People Matter Survey (4% higher than the public-sector average).



CAPABILITY

OUR

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In 2018, the Office of Sport led the establishment of a sport cluster wide communications working group. This group, consisting of the communications leads for each sport cluster agency, will focus on the development and implementation of initiatives that would benefit from greater collaboration. In 2018, this included the development of a draft cluster wide crisis communications plan for consideration by the cluster executive.

MARKETING

The Office of Sport continued to implement tailored marketing strategies to support stakeholders and drive business development opportunities. Some of the key marketing strategies included:

- Active Kids Program
- Good 2 Give Back
- Office of Sport Grants
- Olympic venue events
- Keepit Kommando and Winter Warrior
- Shoosh for Kids
- Sport and recreation centre events
- Swim and Survive
- Western Sydney Marathon

The Active Kids marketing campaign achieved excellent results. The campaign reached close to five million people, featured 700 positive media mentions and drove 400,000 website sessions. This contributed towards campaign awareness of 75% (13% above target) and 51% of school children creating an Active Kids voucher (6% above target).



06 Financial Reports

for the year ended 30 June 2018

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Financial Highlights

This summary represents the financial performance of the Office of Sport for the year ended 30 June 2018.

TOTAL REVENUE - \$248M

Sources of Revenue

The main source of revenue for the Office of Sport is from Government grants and contributions received through the Department of Industry. Revenue is also raised from sales of goods and services by providing recreational activities and educational programs. Personnel services were also provided to Sydney Olympic Park Authority and Venues NSW. The Office's operating revenue for 2016/17 was \$18 million lower than budget mainly due to carry forward of some capital and recurrent grant revenue to 2018/19.

TOTAL EXPENDITURE - \$246M

Nature of Expenditure

The major expenditure categories for the Office of Sport are grants and subsidies paid to other sporting organisations and employee related expenses. Expenditure also covers maintenance of properties, operating leases, food and catering costs for sport and recreation centres and deprecation. The Office's operating expenditure was \$13 million lower than budget mainly due to carry forward of some grant expenditure into 2018/19.



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Office of Sport Statement by Chief Executive and Director Finance

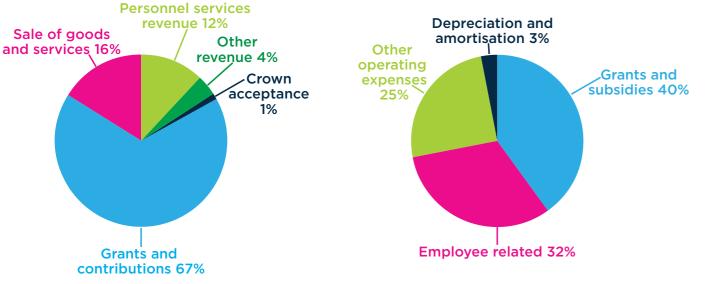
for the year ended 30 June 2018

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

- (i) Regulation 2015 and the Treasurer's Directions.
- (ii) financial performance for the year then ended.
- (iii) misleading or inaccurate.

Matt Miller **Chief Executive**

Date: 20 September 2018



in our opinion the financial statements of the Office for the year ended 30 June 2018 have been prepared in accordance with the applicable Australian Accounting Standards (which includes Australian Accounting Interpretations), the requirements of the Public Finance and Audit Act 1983, the Public Finance and Audit

the financial statements exhibit a true and fair view of the financial position as at 30 June 2018 and

there are no known circumstances which would render any particulars in the financial statements to be

Saleev George **Director Finance and Procurement**

Date: 20 September 2018

Statement of comprehensive income for the year ended 30 June 2018

	NOTES	ACTUAL 2018 \$'000	BUDGET 2018 \$'000	ACTUAL 2017 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	2(a)	79,261	82,336	79,576
Other operating expenses	2(b)	61,022	57,030	45,384
Depreciation and amortisation	2(c)	7,738	7,366	7,366
Grants and subsidies	2(d)	97,860	111,923	39,741
Total Expenses excluding losses		245,881	258,655	172,067
Revenue				
Sale of goods and services	3(a)	39,625	39,942	39,840
Investment revenue	3(b)	3	-	5
Grants and contributions	3(c)	165,635	185,394	83,962
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	3,240	3,212	1,495
Other revenue	3(e)	8,641	7,454	10,458
Personnel services revenue	3(f)	30,379	30,427	35,104
Total Revenue		247,523	266,429	170,864
Other Gains/(Losses)	7	(223)	64	117
Loss on disposal of non-current assets	4	(49)	-	(629)
Net Result		1,370	7,838	(1,715)

Other comprehensive income				
Items that will not be reclassified to net result				
Net increase in property, plant and equipment revaluation surplus	8	18,935	-	-
TOTAL OTHER COMPREHENSIVE INCOME		18,935	-	-
TOTAL COMPREHENSIVE INCOME		20,305	7,838	(1,715)

The accompanying notes form part of these financial statements.



Statement of financial position

NOTES	ACTUAL 2018 \$'000	BUDGET 2018 \$'000	ACTUAL 2017 \$'000
6	21,184	7,640	25,266
7	15,072	9,219	7,913
	36,256	16,859	33,179
7	102	1,633	411
8 and 10			
	174,344	168,719	153,347
	316	-	801
	13,033	15,925	13,581
8	4,235	-	1,855
	191,928	184,644	169,584
9	48	33	196
	192,078	186,310	170,191
	228,334	203,169	203,370
11	13,864	1,631	9,994
12	9,216	8,145	8,333
13	-	2,534	81
	23,080	12,310	18,408
12	1,143	2,380	1,156
	1,143	2,380	1,156
	24,223	14,690	19,564
	204,111	188,479	183,806
	45,653	26,718	26,718
	45,653 158,458	26,718 161,761	26,718 157,088
	6 7 8 3 and 10 8 9 9 9 11 12 13	NOTES 2018 2018 \$'000 6 21,184 7 15,072 36,256 36,256 7 102 8 and 10 174,344 316 316 13,033 3 8 4,235 191,928 191,928 9 48 192,078 228,334 191 13,864 12 9,216 13 - 12 1,143 12 1,143 12 1,143 12 1,143 12 1,143	NOTES 2018 \$'000 2018 \$'000 6 21,184 7,640 7 15,072 9,219 36,256 16,859 7 102 1,633 8 and 10 174,344 168,719 316 - 13,033 15,925 8 4,235 - 191,928 184,644 9 48 33 33 9 48 33 33 191,928 184,644 9 48 33 192,078 186,310 228,334 203,169 11 13,864 1,631 145 12 9,216 8,145 13 13 - 2,534 2,534 12 1,143 2,380 12,310 12 1,143 2,380 14,690

The accompanying notes form part of these financial statements.

Statement of changes in equity as at 30 June 2018

	NOTES	ACCUMULATED FUNDS \$'000	ASSET REVALUATION SURPLUS \$'000	TOTAL EQUITY \$'000
Balance at 1 July 2017		157,088	26,718	183,806
Net result for the year		1,370	-	1,370
Other comprehensive income				
Net increase / (decrease) in property, plant and equipment		-	18,935	18,935
Total other comprehensive income		-	18,935	18,935
Total comprehensive income for the year		1,370	18,935	20,305
Balance at 30 June 2018		158,458	45,653	204,111
Balance at 1 July 2016		158,803	26,718	185,521
Net result for the year		(1,715)	-	(1,715)
Total other comprehensive income		-	-	
Total comprehensive income for the year		(1,715)	-	(1,715)
Balance at 30 June 2017		157,088	26,718	183,806

The accompanying notes form part of these financial statements.

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NOTES	2018 \$'000	2018 \$'000	2017 \$'000
	(44,799)	(79,124)	(45,012)
	(103,022)	(111,923)	(39,741)
	(57,939)	(62,684)	(41,977)
	(205,760)	(253,731)	(126,730)
	39,654	70,369	40,430
	3	-	5
	165,635	185,394	83,962
	7,431	13,086	11,929
	212,723	268,849	136,326
17	6,963	15,118	9,596
		NOTES \$'000 (44,799) (103,022) (103,022) (57,939) (205,760) (205,760) 39,654 3 3165,635 7,431 212,723 (212,723)	NOTES \$'000 \$'000 \$'000 \$'000 (44,799) (79,124) (103,022) (111,923) (103,022) (111,923) (57,939) (62,684) (205,760) (253,731) 39,654 70,369 3 - 165,635 185,394 7,431 13,086 212,723 268,849

6

Cash flows from investing activities

Proceeds from sale of property, plant an equipment	d
Purchases of property, plant and equipment	
Net cash flows from investing activities	
Net increase/decrease in cash and cash equivalents	
Opening cash and cash equivalents	
Closing cash and cash equivalents	
he accompanying potes form part of these financial statements	

6	-	41
(11,051)	(21,442)	(5,047)
(11,045)	(21,442)	(5,006)
(4,082)	(6,324)	4,590
25,266	13,964	20,676
21,184	7,640	25,266



Supplementary Financial Statements

Program group statements for the year ended 30 June 2018

EXPENSES AND	PROGRAM GROUP 1* SPORT AND RECREATION SERVICES		SPORT AND PROGRAM GROUP 2*						PROGRAM GROUP 2* TOTAL	
INCOME	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000				
Expenses excluding losses										
Operating expenses										
Employee related	47,891	44,233	31,370	35,343	79,261	79,576				
Other operating expenses	61,022	45,267	-	-	61,022	45,267				
Depreciation and amortisation	7,738	7,366	-	-	7,738	7,366				
Grants and subsidies	97,860	39,741	-	-	97,860	39,741				
Total Expenses excluding losses	214,511	136,607	31,370	35,343	245,881	171,950				
Revenue										
Sale of goods and services	39,625	39,840	-	-	39,625	39,840				
Investment revenue	3	5	-	-	3	5				
Grants and contributions	165,635	83,962	-	-	165,635	83,962				
Acceptance by the Crown Entity of employee benefits and other liabilities	2,249	1,256	991	239	3,240	1,495				
Other revenue	8,641	10,458	-	-	8,641	10,458				
Personnel services revenue	-	-	30,379	35,104	30,379	35,104				
Total Revenue	216,153	135,521	31,370	35,343	247,523	170,864				
Loss on disposal	(49)	(629)	-	-	(49)	(629)				
Net result	1,593	(1,715)	-	-	1,593	(1,715)				
Other comprehensive income										
Net increase in property, plant and equipment revaluation surplus	18,935	-	-	-	18,935	-				
Total other comprehensive income	18,935	-	-	-	18,935	-				
Total comprehensive income	20,528	(1,715)	-	-	20,528	(1,715)				

06 FINANCIAL REPORTS



Program group statements for the year ended 30 June 2018

ASSETS AND LIABILITIES	SPOR	PROGRAM GROUP 1* SPORT AND RECREATION SERVICES		PROGRAM GROUP 2* PERSONNEL SERVICES		TOTAL	
LIADILITIES	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	
ASSETS							
Current Assets							
Cash and cash equivalents	21,184	25,266	-	-	21,184	25,266	
Receivables	10,966	4,241	4,106	3,672	15,072	7,913	
Total Current Assets	32,150	29,507	4,106	3,672	36,256	33,179	
Non-Current Assets							
Receivables	-	318	102	93	102	411	
Property, plant and equipment							
Land and buildings	174,344	153,347	-	-	174,344	153,347	
Leasehold improvements	316	801	-	-	316	801	
Plant and equipment	13,033	13,581	-	-	13,033	13,581	
Work in progress	4,235	1,855	-	-	4,235	1,855	
Total property, plant and equipment	191,928	169,584	-	-	191,928	169,584	
Intangibles	48	196	-	-	48	196	
Total Non-Current Assets	191,976	170,098	102	93	192,078	170,191	
Total Assets	224,126	199,605	4,208	3,765	228,334	203,370	

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

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

Supplementary Financial Statements

Program group statements for the year ended 30 June 2018

ASSETS AND LIABILITIES	PROGRAM GROUP 1* SPORT AND RECREATION SERVICES		PROGRAM GROUP 2* PERSONNEL SERVICES		TOTAL	
LIADILITIES	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
LIABILITIES						
Current Liabilities						
Payables	13,285	9,387	579	607	13,864	9,994
Provisions	5,689	5,268	3,527	3,065	9,216	8,333
Other	-	81	-	-	-	81
Total Current Liabilities	18,974	14,736	4,106	3,672	23,080	18,408
Non-Current Liabilities						
Provisions	1,041	1,063	102	93	1,143	1,156
Other	-	-	-	-	-	-
Total Non-Current Liabilities	1,041	1,063	102	93	1,143	1,156

Total Liabilities	20,015	15,799	4,208	3,765	24,223	19,564
Net Assets	204,111	183,806	-		204,111	183,806

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





for the year ended 30 June 2018

ADMINISTERED EXPENSES AND	PROGRAM SPOR RECREATIO		PROGRAM GROUP 2* PERSONNEL SERVICES		
INCOME	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	
Administered Expenses	-	-	-	-	
Administered Income					
Consolidated Fund - Taxes, fees and fines	16	28	-	-	
Total Administered Income	16	28	-	-	
Administered Income less Expenses	16	28	-	-	

	PROGRAM GROUP 1* SPORT AND RECREATION SERVICES			
LIABILITIES	2018 \$'000	2017 \$'000		
Administered Liabilities				
Current Liabilities				
Payables	7	6		
Total Administered Liabilities	7	6		
Administered Liabilities	7	6		

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

OFFICE OF SPORT ANNUAL REPORT 2017/18

OFFICE OF SPORT ANNUAL REPORT 2017/18

16 16 16

2018 \$'000 2017 \$'000 2018 \$'000 2017 \$'000 ---_ 28 28 28

TOTAL

TOTAL

2017

\$'000

6

6

6

2018

\$'000

7

7

7

PROGRAM GROUP 2*

PERSONNEL SERVICES

2017

\$'000

-

2018

\$'000

Notes to the financial statements

for the year ended 30 June 2018

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:

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

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

These financial statements for the year ended 30 June 2018 have been authorised for issue by the Chief Executive on 20 September 2018.

(B) BASIS OF PREPARATION

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

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations):
- the requirements of the Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015; and
- Financial Reporting Directions mandated by the Treasurer.

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

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Office's presentation and functional currency.

(C) STATEMENT OF COMPLIANCE

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

(D) ADMINISTERED ACTIVITIES

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

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

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

(E) INSURANCE

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

(F) GRANTS AND SUBSIDIES

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

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for the year ended 30 June 2018

(G) ACCOUNTING FOR THE GOODS AND SERVICES TAX (GST)

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

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

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

(H) INCOME RECOGNITION

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

(i) Grants and contributions

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

(ii) Sale of goods

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

(iii) Rendering of services

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

(iv) Investment revenue

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

(I) ASSETS

(i) Acquisition of property, plant and equipment

Property, plant and equipment acquired are initially recognised at cost and subsequently revalued at fair

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

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

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

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

(ii) Capitalisation thresholds

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

(iii) Revaluation of property, plant and equipment

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

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

Notes to the financial statements (cont'd)

for the year ended 30 June 2018

(iii) 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 8 and Note 10 for further information regarding fair value.

The Office revalues each class of property at least every three years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation of land and buildings was completed by independent valuers as at 31 December 2017 and was based on an independent assessment. Interim desktop valuations of land and buildings are performed between comprehensive valuations where cumulative changes to indices suggest fair value may differ materially from carrying value. Management assesses whether comprehensive revaluations are required more frequently if the interim desktop valuations indicate material movements in carrying value.

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

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

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

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

Revaluation decrements are recognised immediately as a loss in the net result, except that, to the extent

that a credit balance exists in the revaluation surplus in respect of the same class of assets, they are debited directly to the asset revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of property, plant and equipment, but not otherwise.

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

(iv) Impairment of property, plant and equipment

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

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

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

(v) Depreciation of property, plant and equipment Depreciation is provided for on a straight-line basis for all depreciable property, plant and equipment so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Office. All material identifiable components of property, plant and equipment are depreciated separately over their useful lives.



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Notes to the financial statements (cont'd)

for the year ended 30 June 2018

(I) ASSETS CONT'D

(v) Depreciation of property, plant and equipment cont'd Land is not a depreciable asset.

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

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

Useful life range in years

Buildings and Infrastructure	10-80
Leasehold Improvements	7-10
Plant and equipment	3-40

(vi) Restoration costs

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

(vii) Maintenance

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

(viii) Leased assets

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

(ix) Intangible assets

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

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

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

The Office's intangible assets are amortised using

the straight line method over a period of 4-10 years. Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to the recoverable amount and the reduction is recognised as an impairment loss.

(x) Loans and receivables

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

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

(xi) Other assets

Other assets are recognised on a historical cost basis.

(J) Liabilities

(i) Payables

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

(ii) Employee benefits and other provisions

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

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

Annual leave is not expected to be settled wholly before twelve months after the end of the annual

Notes to the financial statements (cont'd)

for the year ended 30 June 2018

reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of an approach using nominal annual leave plus annual leave on the nominal liability (using 7.9% (2016/17, 7.9%) of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Office has assessed the actuarial advice on the Office's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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

b. Long service leave and superannuation

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

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

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions as specified in the Treasury Circular 'Accounting for Superannuation' (NSW TC17-07).

c. Consequential on-costs

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

(iii) Other Provisions

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

If the effect of the time value of money is material, provisions are discounted at 2.1% (2016/17, 1.94%), which is the Australian Government 3 year bond rate on 30 June 2018 that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of the discount rate) is recognised as a finance cost.

(K) FAIR VALUE HIERARCHY

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

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

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

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



Notes to the financial statements (cont'd)

for the year ended 30 June 2018

(L) EQUITY AND RESERVES

(i) Revaluation surplus

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

(ii) Accumulated funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

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

(M) EQUITY TRANSFERS

The transfer of net assets between entities as a result of an administrative restructure are designated or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities.

Transfers arising from an administrative restructure involving not-for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. In most instances this will approximate fair value.

(N) BUDGETED AMOUNTS

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

(O) COMPARATIVE INFORMATION

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

Where necessary, the comparatives are reclassified and repositioned to be consistent with current year

disclosures, except when an Australian Accounting Standard permits or requires otherwise.

(P) CHANGES IN ACCOUNTING POLICY, INCLUDING NEW OR REVISED AUSTRALIAN ACCOUNTING **STANDARDS**

(i) Effective for the first time in 2017/18

The accounting policies applied in 2017/18 are consistent with those of the previous financial year except for the following new or revised Australian Accounting Standards that have been applied for the first time in 2017/18.

- AASB 2016-1 Amendments to Australian Accounting Standards - Recognition of Deferred Tax Assets for Unrealised Losses - No impact on Sport Entities as they are exempted income tax.
- AASB 2016-2 Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 107- Minor disclosure changes, no impact on the operational results of Sport Entities.
- AASB 2016-4 Amendments to Australian Accounting Standards - Recoverable Amount of Non-Cash-Generating Specialised Assets of Notfor-Profit Entities - No impact on Sport Entities as assets are revalued to fair value regularly.
- AASB 2016-7 Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities - Deferral of AASB 15, which relates to Sports Entities.
- AASB 2017-2 Amendments to Australian Accounting Standards - Further Annual Improvements 2014-2016 Cycle - No impact on Sport Entities as this Amendment relates to disclosure requirements for interests in subsidiaries, associates and joint ventures.

(ii) Issued but not yet effective

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

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

AASB 16 Leases will apply from 1 January 2019. The standard introduces a new approach to lease accounting that requires a lessee to recognise assets



for the year ended 30 June 2018

and liabilities for the rights and obligations created by leases. A comprehensive review of this standard has been undertaken and the application of this standard will not have a significant impact on the Office.

AASB 15 Revenue from Contracts with Customers will apply from 1 January 2018. The standard provides a framework to address revenue recognition issues. A comprehensive review of this standard has been undertaken and the application of this standard will not materially impact the Office.

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

- AASB 9 Financial Instruments (effective from annual reporting periods on or after 1 January 2018)
- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding Revenue from Contracts with Customers (effective from annual reporting periods on or after 1 January 2018)
- AASB 16 Leases (effective 1 January 2019)
- AASB 17 Insurance Contracts (effective 1 January 2021)
- AASB 1058 Income of Not-for-profit Entities (effective 1 January 2019)
- AASB 1059 Service Concession Arrangements: Grantors (effective 1 January 2019)
- AASB 2016-5 Amendments to Australian Accounting Standards - Classification and Measurement of Share-based Payment Transactions (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-6 Amendments to Australian Accounting Standards - Applying AASB 9 with AASB 4 Insurance Contracts (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities (effective 1 January 2019)
- AASB 2017-1 Amendments to Australian Accounting Standards - Transfer of investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments (effective 1 January 2019)

- AASB 2017-3 Amendments to Australian Accounting Standards - Clarifications to AASB 4 (effective from annual reporting periods on or after 1 January 2018)
- AASB 2017-4 Amendments to Australian Accounting Standards - Uncertainty over Income Tax Treatments (effective 1 January 2019)
- AASB 2017-5 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections (effective 1 January 2018)
- AASB 2017-6 Amendments to Australian Accounting Standards - Prepayment Features with Negative Compensation (effective 1 January 2019)
- AASB 2017-7 Amendments to Australian Accounting Standards - Long-term Interests in Associates and Joint Ventures (effective 1 January 2019)
- Interpretation 22 Foreign Currency Transactions and Advance Consideration (effective from annual reporting periods on or after 1 January 2018)
- Interpretation 23 Uncertainty over Income Tax Treatment (effective 1 January 2019)

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

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2. EXPENSES EXCLUDING LOSSES

(A) EMPLOYEE RELATED EXPENSES

Salaries and wages (including annual leave)
Superannuation - defined benefit plans
Superannuation - defined contribution plans
Long service leave
Workers' compensation insurance

Payroll tax and fringe benefit tax

Employee related expenses of \$206,899 (2016-17 \$77,500) have been capitalised in various capital works and therefore excluded from the above.

(B) OTHER OPERATING EXPENSES INCLUDE THE FOLLOWING:

-	Auditor's remuneration - audit of the financial statements
(Operating lease rental expense - minimum lease payments
I	Maintenance*
I	Insurance
ł	Food and catering - sport and recreation centre programs
I	Merchandise and souvenirs
0	State Sporting Venues Authority in-kind rental expenses**
ι	Utilities
(Cleaning
(Consultants
(Contract services
I	Motor vehicle expenses
-	Telephones and postage
I	Information technology related expenses
ł	Program transport
ł	Printing and stationery
I	Minor equipment
	Training
	Travel and accommodation
0	Sponsorship
	Security
(Other

* Reconciliation - Total maintenance

2018 \$'000	2017 \$'000
65,638	67,525
629	693
5,252	5,384
2,980	879
556	671
4,206	4,424
79,261	79,576

	2018 \$'000	2017 \$'000
	180	175
ts	3,340	3,129
	5,977	6,918
	858	777
S	3,575	3,567
	934	960
*	7,598	8,772
	1,922	1,706
	3,396	3,203
	2,405	1,498
	17,329	6,061
	342	355
	1,038	348
	1,912	1,770
	821	854
	205	222
	1,400	2,205
	669	399
	463	253
	5,029	117
	406	425
	1,223	1,670
	61,022	45,384



for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
Maintenance expense - contracted labour and other (non-employee related), as above	5,977	6,918
Employee related maintenance expense included in Note 2(a)	3,283	3,002
Total maintenance expenses included in Notes 2(a) and 2(b)	9,260	9,920

** The Office maintains the land and buildings of the State Sporting Venues Authority (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 in-kind expenses and an equal revenue (Refer Note 3(e)).

Depreciation Buildings		
Buildings		
	5,962	5,427
Plant and equipment	1,628	1,676
	7,590	7,103

Intangibles	148	263
	7,738	7,366

(D) GRANTS AND SUBSIDIES	2018 \$'000	2017 \$'000
Government sector:		
Grants to agencies within the Sport portfolio	17,822	17,752
Other:		
Grants to sporting organisations	38,660	20,389
Active Kids Grants Program*	40,780	-
Sport Facility capital grants program	598	1,600
	97,860	39,741

* From 31 January 2018, parents, guardians and carers can apply for a \$100 voucher per calendar year for each student enrolled in school. The voucher may be used with a registered activity provider for registration, participation and membership costs for sport, fitness and active recreation activities. Service NSW administrators the redemption of vouchers on behalf of the Office. This program is new for 2017/18 and there is no 2016-17 comparative.





Notes to the financial statements (cont'd)

for the year ended 30 June 2018

3. REVENUE

(A) SALE OF GOODS AND SERVICES	2018 \$'000	2017 \$'000
Outdoor education program	19,174	18,986
Participation opportunity programs	9,121	9,135
Vacation programs	1,194	1,232
Transport revenue	1,035	1,100
Rental and hiring	2,859	3,114
Sale of merchandise, publications and souvenirs	1,118	2,391
Events	790	764
Contract services	1,256	1,333
Water safety programs	110	139
Sports development programs	189	192
Food sales and associated recoveries	437	541
Other services	2,342	913
	39,625	39,840
(B) INVESTMENT REVENUE	2018 \$'000	2017 \$'000
Interest revenue from financial assets not at fair value through profit and loss	3	5
	3	5
(C) GRANTS AND CONTRIBUTIONS	2018 \$'000	2017 \$'000
Recurrent grants from Department of Premier and Cabinet	-	43,262
Recurrent grants from Department of Industry	147,768	26,740
Capital grants from Department of Premier and Cabinet	-	1,400
Capital grants from Department of Industry	11,125	3,665
Commonwealth and State grants	6,466	8,769
Other	276	126
	165,635	83,962
(D) ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES	2018 \$'000	2017 \$'000
The following liabilities and / or expenses have been assumed by the	Crown Entity:	
Superannuation - defined benefit	629	693
Long service leave	2,576	760
Payroll tax	35	42
	3,240	1,495

(A) SALE OF GOODS AND SERVICES	2018 \$'000	2017 \$'000
Outdoor education program	19,174	18,986
Participation opportunity programs	9,121	9,135
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Transport revenue	1,035	1,100
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(A) SALE OF GOODS AND SERVICES	2018 \$'000	2017 \$'000
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	165,635	83,962
(D) ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES	2018 \$'000	2017 \$'000
The following liabilities and / or expenses have been assumed by the	Crown Entity:	
Superannuation - defined benefit	629	693
Long service leave	2,576	760
Payroll tax	35	42
	3,240	1,495



for the year ended 30 June 2018

(E) OTHER REVENUE	2018 \$'000	2017 \$'000
State Sporting Venues Authority in-kind services	7,598	8,772
Insurance recoveries	532	1,118
First time recognition of assets	-	17
Other	511	551
	8,641	10,458
(F) PERSONNEL SERVICES REVENUE	2018 \$'000	2017 \$'000

The Office provides personnel services to the following statutory bodies:

Sydney Olympic Park Authority

Venues NSW

Combat Sports Authority

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

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

26,124	30,017
212	228
2,157	2,525
906	161
259	344
1,712	2,068
31,370	35,343
:	
26,405	25,407
3,026	3,040
-	6,038
948	619
30,379	35,104
abilities	
212	228
767	(6)
12	17
991	239
	212 2,157 906 259 1,712 31,370 26,405 3,026 - 948 30,379 abilities 212 767 12

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4. GAIN / (LOSS) ON DISPOSAL

Proceeds from disposal of plant and equipment
Written down value of assets disposed
Plant and equipment (impairment)/write back

5. PROGRAM GROUPS OF THE OFFICE

(A) PROGRAM GROUP 1: SPORT AND RECREATION SERVICES

This program 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.

6. CASH AND CASH EQUIVALENTS

Cash at bank or on hand

For the purposes of the statement of cash flows, cash and cash equivalents include cash at bank and cash on hand. Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial pos Closing cash and cash equivalents (per statement of cash

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

2018 \$'000	2017 \$'000
6	41
(55)	(773)
-	103
(49)	(629)

(B) PROGRAM GROUP 2: **PERSONNEL SERVICES**

- This Program group provides personnel services to Sydney Olympic Park Authority, Venues NSW and Combat Sports Authority.
- Administrative Arrangements (Administrative Changes - Public Service Agencies) Order 2017 established the Institute of Sport Staff Agency and the personnel previously employed by the Office to enable the NSW Institute of Sport to exercise its functions were transferred to the Institute of Sport Staff Agency as at 1 April 2017.

2018 \$'000	2017 \$'000
21,184	25,266
21,184	25,266

h flows) 21,184	
sition) 21,184	25,266



for the year ended 30 June 2018

7. CURRENT / NON-CURRENT ASSETS - RECEIVABLES

	2018 \$'000	2017 \$'000
Current:		
Sale of goods and services	2,518	2,483
Loans receivable - Sporting Grounds Improvement Fund and Other	148	171
Less: Allowance for impairment	(151)	(95)
Personnel services receivable	4,106	3,672
Prepayments	4,283	612
GST receivable	2,193	423
Receivable from NSW Treasury	1,776	186
Other accounts receivable	199	461
	15,072	7,913

Non-Current:		
Loans receivable - Sporting Grounds Improvement Fund	904	1,055
Less: Allowance for impairment	(952)	(737)
Personnel services receivable	102	93
	54	411

Movements in the allowance for impairment:		
Balance at 1 July	(832)	(949)
Amounts written off during the year	9	-
Amounts recovered during the year	-	(1)
Decrease/(increase) in allowance recognised in profit or loss	(232)	118
Balance at 30 June 2018	(1,055)	(832)

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



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Notes to the financial statements (cont'd)

for the year ended 30 June 2018

8. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

	LAND AND BUILDINGS \$'000	LEASEHOLD IMPROVEMENTS \$'000	PLANT AND EQUIPMENT \$'000	TOTAL \$'000
At 1 July 2017 - fair value				
Gross carrying amount	229,593	2,087	29,833	261,513
Accumulated depreciation and impairment	(76,246)	(1,286)	(16,252)	(93,784)
Net carrying amount	153,347	801	13,581	167,729
At 30 June 2018 - fair value				
Gross carrying amount	269,289	2,044	28,179	299,512
Accumulated depreciation and impairment	(94,945)	(1,728)	(15,146)	(111,819)
Net carrying amount	174,344	316	13,033	187,693

RECONCILIATION

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

Year ended 30 June 2018				
Net carrying amount at start of year	153,347	801	13,581	167,729
Additions	-	-	61	61
Disposals	-	-	(49)	(49)
Net revaluation increment	18,935	-	-	18,935
Assets acquired free of cost	-	-		-
Transfer from work in progress	4,490	-	4,120	8,610
Reclassifications	3,052	(3)	(3,052)	(3)
Impairment Gain	-	-		-
Depreciation expense	(5,480)	(482)	(1,628)	(7,590)
Net carrying amount at end of year	174,344	316	13,033	187,693

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

for the year ended 30 June 2018

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

RECONCILIATION

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

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

WORK IN PROGRESS

	2018 \$'000	2017 \$'000
Net carrying amount at start of year	1,855	867
Additions	10,990	4,688
Write off	-	(489)
Transfer to property, plant and equipment	(8,610)	(3,211)
Net carrying amount at end of year	4,235	1,855

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Notes to the financial statements (cont'd)

for the year ended 30 June 2018

WORK IN PROGRESS CONTINUED

	2018 \$'000	2017 \$'000
Non-Current Assets – Property, Plant, Equipment and Work in Progress		
Property, plant and equipment	187,693	167,729
Work in Progress	4,235	1,855
	191,928	169,584
INTANGIBLE ASSETS		
	SOFT\ \$'0	
At 1 July 2017 - fair value		
Gross carrying amount	5,6	643
Accumulated amortisation and impairment	(5,4	447)
Net carrying amount	1:	96
At 30 June 2018 - fair value		
Gross carrying amount	5,6	643
Accumulated amortisation and impairment	(5,	595)
Net carrying amount	4	18
RECONCILIATION	SOFT\ \$'0	
Year ended 30 June 2018		
Net carrying amount at beginning of year	1!	96
Amortisation (recognised in 'depreciation and amortisation')	(1-	48)
Net carrying amount at end of year	4	18
At 1 July 2016 - fair value		
Gross carrying amount	6,0	049
Accumulated amortisation and impairment	(5,	576)
Net carrying amount	4	73
At 30 June 2017 - fair value		
	5.6	643
Gross carrying amount	-,-	
Gross carrying amount Accumulated amortisation and impairment		447)

9.

At 1 July 2017 - fair value Gross carrying amount
Accumulated amortisation and impairment
Net carrying amount
At 30 June 2018 - fair value
Gross carrying amount
Accumulated amortisation and impairment
Net carrying amount
RECONCILIATION
Year ended 30 June 2018
Net carrying amount at beginning of year
Amortisation (recognised in 'depreciation and amortis
Net carrying amount at end of year
At 1 July 2016 - fair value
Gross carrying amount
Accumulated amortisation and impairment
Net carrying amount
At 30 June 2017 - fair value
Gross carrying amount
Accumulated amortisation and impairment

for the year ended 30 June 2018

RECONCILIATION	SOFTWARE \$'000
Year ended 30 June 2017	
Net carrying amount at start of year	473
Disposals	(14)
Amortisation (recognised in 'depreciation and amortisation')	(263)
Net carrying amount at end of year	196

10. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

(A) FAIR VALUE HIERARCHY

2018	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	TOTAL FAIR VALUE \$'000
Property, plant and equipment (Note 8)				
Land and buildings	-	-	174,344	174,344
	-	-	174,344	174,344
2017	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	TOTAL FAIR VALUE \$'000
Property, plant and equipment (Note 8)				

Land and buildings	-	-	153,347	153,347
	-	-	153,347	153,347

There were no transfers between Level 1, 2 or 3 during the year.

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Notes to the financial statements (cont'd)

for the year ended 30 June 2018

(B) RECONCILIATION OF RECURRING LEVEL 3 FAIR VALUE MEASUREMENTS

2018	LAND AND BUILDINGS \$'000	TOTAL RECURRING LEVEL 3 FAIR VALUE \$'000
Fair value as at 1 July 2017	153,347	153,347
Transfer from work in progress	4,490	4,490
Net revaluation increment	18,935	18,935
Adjustments	3,052	3,052
Depreciation	(5,480)	(5,480)
Fair value as at 30 June 2018	174,344	174,344

2017

Fair value as at 1 July 2016
Disposals
Transfer from work in progress
Depreciation
Fair value as at 30 June 2017

11. CURRENT LIABILITIES - PAYABLES

	2018 \$'000	2017 \$'000
Accrued salaries, wages and on-costs	1,012	1,099
Creditors	959	1,915
Accrued expenses	8,857	4,144
Unearned revenue	3,009	2,782
Other payables	27	54
	13,864	9,994

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

LAND AND BUILDINGS \$'000

TOTAL RECURRING LEVEL 3 FAIR VALUE \$'000

156,496	156,496
(67)	(67)
1,820	1,820
(4,902)	(4,902)
153,347	153,347

for the year ended 30 June 2018

12. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

CURRENT	2018 \$'000	2017 \$'000
Employee benefits and related on-costs		
Annual leave	5,483	4,967
Long service leave	127	149
On-costs	3,246	2,841
	8,856	7,957
Other provisions	360	376
	9,216	8,333

NON-CURRENT

13	13
231	201
244	214
899	942
1,143	1,156
	231 244 899

Restoration cost provisions are future liabilities to lessors as per accommodation lease agreements. The Office is required to pay for the cost of restoring the leasehold accommodation to its original state. The expected timing of outflows ranges from 1 July 2018 to 30 June 2021 for various agreements.

AGGREGATE EMPLOYEE BENEFITS AND **RELATED ON-COSTS**

Provisions - current	8,856	7,957	
Provisions - non-current	244	214	
Accrued salaries, wages and on-costs (Note 11)	1,012	1,099	
	10,112	9,270	





for the year ended 30 June 2018

MOVEMENT IN PROVISIONS (OTHER THAN EMPLOYEE BENEFITS)

	2018 \$'000	2017 \$'000
Movements in each class of provision during the financial year, other than employee benefits, are set out below:		
Lease liability for restoration costs:		
Carrying amount at the beginning of financial year	1,318	1,313
Additional provisions recognised	98	49
Amounts used	(156)	(34)
Unwinding / change in the discount rate	(1)	(10)
Carrying amount at end of financial year	1,259	1,318

13. CURRENT / NON-CURRENT LIABILITIES - OTHER

	2018 \$'000	2017 \$'000
Current		
Lease Incentive	-	81
	-	81

14. COMMITMENTS FOR EXPENDITURE

(A) CAPITAL COMMITMENTS

Aggregate capital expenditure contracted for the acquisition of property, plant and equipment at balance date and not provided for:

Within one year

Total (including GST)

2018 \$'000	2017 \$'000
-	56

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for the year ended 30 June 2018

B) OPERATING LEASE COMMITMENTS	2018 \$'000	2017 \$'000	
ENTITY AS LESSEE			
Future minimum rentals under non-cancellable operating leases as at 30 June are as follows:			
1. Leased properties			
Within one year	2,934	3,069	
Later than one year and not later than five years	3,098	6,000	
	6,032	9,069	
2. Motor vehicles			
Within one year	490	340	
Later than one year and not later than five years	226	276	
	716	616	
Total (including GST)	6,748	9,685	

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

The total commitments for expenditure include GST input tax credits of \$613,000 (2017: \$886,000) that are expected to be recovered from the Australian Tax Office.

15. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The following claim is considered as a contingent liability as at 30 June 2018.

NATIVE TITLE CLAIM:

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

There are no known contingent assets as at 30 June 2018.



Notes to the financial statements (cont'd)

for the year ended 30 June 2018

16. BUDGET REVIEW

NET RESULT

The Total Comprehensive Income is a surplus of \$20.3m compared to a budget surplus of \$7.8m, a positive variance of \$12.5m. The net increase in property, plant and equipment revaluation of \$18.9m mainly contributed to the positive variance. The variance also consists of lower expenses of \$12.8m and lower revenue of \$18.9m compared to the original budget.

The lower expenses are mainly attributed to:

- Lower grants and subsidies expenses of \$14m mainly due to deferred grant payments of \$65m partly offset by Active Kids Program grants of \$40.8m and Regional Sport Infrastructure grant of \$5m that were not included in the original budget.
- Lower employee related expenses of \$3m due to delays in recruitment and reduced personnel services expenses partly offset by higher long service leave costs as a result of NSW Treasury net present value calculation.

These lower expenses were partly offset by:

• Higher other operating expenses compared to the original budget of \$4m mainly due to the ICC World Twenty20 program expenses.

The lower revenue is attributed to:

• Lower recurrent cluster grants of \$7m and capital cluster grants of \$5m mainly due to deferred expenditure.

17. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	2018 \$'000	2017 \$'000
Net cash used on operating activities	6,963	9,596
Depreciation and amortisation	(7,738)	(7,366)
Decrease/(increase) in provisions	(870)	2,034
Increase/(decrease) in receivables	7,081	(4,089)
Allowance for impairment	(232)	832
Decrease / (increase) in payables	(3,785)	(2,007)
Assets recognised for the first time	-	17
Loss on sale of property plant and equipment	(49)	(629)
Reversal of property, plant and equipment impairment	-	(103)
Net result	1,370	(1,715)

• Lower capital grants of \$7.8m due to deferred International Water Jump Ramp project grant of \$5.4m and Stadia redevelopment project grants of \$2.4m.

The above lower revenues were partly offset by:

• Higher insurance recoveries of \$0.5m and State Sporting Venues Authority in-kind services of \$0.6m.

ASSETS AND LIABILITIES

The actual net assets are \$204.1m compared to the budget of \$188.5m, \$15.6m higher than budget. This consists of \$25.1m higher than budgeted total assets offset by \$9.5m higher than budgeted total liabilities.

The higher total assets are mainly attributed to higher cash balance of \$13.5m due to deferred grant payment of \$4.0m, unspent Active Kids Program funding of \$5.5m and increase in payables and provisions. Property plant and equipment balance is \$7.3m higher than budget mainly due to land and buildings revaluation. The increase in liabilities is mainly attributed to higher payables and accruals.

CASH FLOWS

The net cash flows from operating activities are \$8.1m under budget. The variance is mainly attributable to reduced cluster grants as a result of deferred grant payments.

for the year ended 30 June 2018

18. ADMINISTERED LIABILITIES

	2018 \$'000	2017 \$'000
Speedway racing licence fees payable to Crown Entity	7	6
	7	6

19. FINANCIAL INSTRUMENTS

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

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

included throughout these financial statements.

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

(A) FINANCIAL INSTRUMENT CATEGORIES

FINANCIAL ASSETS	NOTES	CATEGORY	CARRYING AMOUNT 2018 \$'000	CARRYING AMOUNT 2017 \$'000
Class:				
Cash and cash equivalents	6	N/A	21,184	25,266
Receivables (excludes statutory receiv- ables and prepayments)	7	Loans and receivables (at amortised cost)	8,698	7,289
			29,882	32,555

FINANCIAL LIABILITIES

Class:				
Payables (excludes statutory payables and unearned revenue)	11	Financial liabilities measured at amortised cost	10,855	7,212
			10,855	7,212



Notes to the financial statements (cont'd)

for the year ended 30 June 2018

(B) CREDIT RISK

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

Credit risk arises from the financial assets of the Office, including cash and receivables. No collateral is held by the Office.

CASH

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

RECEIVABLES - TRADE DEBTORS AND LOANS

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

An allowance for impairment is raised when there is objective evidence that the Office will not be able to

	TOTAL \$'000	PAST DUE BUT NOT IMPAIRED \$'000	CONSIDERED IMPAIRED \$'000
30 June 2018			
< 3 months overdue	1,545	1,545	-
3 months - 6 months overdue	218	167	51
> 6 months overdue	52	-	52
	1,815	1,712	103
30 June 2017			
< 3 months overdue	749	749	-
3 months - 6 months overdue	96	62	34
> 6 months overdue	173	5	168
	1,018	816	202

_			
3 mont	:hs - 6 n	nonths ov	/erdue

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

collect all amounts due. This evidence includes past experience and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Office is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2018: \$3.571 million; 2017: \$3.152 million) and less than 3 months past due (2018:\$1.545 million; 2017:\$0.749 million) are not considered impaired. Together these represent (2018: 9%; 2017: 94%) of the total trade debtors and loans.

The Office does have a credit risk for loans raised independently by the sporting associations that are guaranteed under the Sporting Bodies Loans Guarantee Act 1977 in the event of default by any borrower. Total guarantees were \$0.606 million at 30 June 2018 (\$0.626 million at 30 June 2017). There are no loan defaults anticipated as at this date.

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

impaired. Therefore, the "total" will not reconcile to the receivables total recognised in the statement of financial position.



for the year ended 30 June 2018

(C) LIQUIDITY RISK

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

The Office's exposure to liquidity risk is deemed insignificant based on current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are

unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Chief Executive may automatically pay the supplier simple interest. No interest was awarded in this period. The table below summarises the maturity profile of the Office's financial liabilities, together with the interest rate exposure.

MATURITY ANALYSIS AND INTEREST RATE EXPOSURE OF FINANCIAL LIABILITIES

				\$'000				
	WEIGHTED AVERAGE				MATURITY DATE			
	EFFECTIVE INTEREST RATE	NOMINAL AMOUNT	FIXED INTEREST RATE	VARIABLE INTEREST RATE	NON INTEREST BEARING	< 1 YEAR	1 - 5 YEARS	> 5 YEARS
30 June 2018								
Payables:								
Accrued salaries, wages and on-costs	-	1,012	-	-	1,012	1,012	-	-
Creditors	-	9,843	-	-	9,843	9,843	-	-
	-	10,855	-	-	10,855	10,855	-	-
Issued Financial Guarantee Contracts								
30 June 2017								
Payables:								
Accrued salaries, wages and on-costs	-	1,099	-	-	1,099	1,099	-	-
Creditors	-	6,113	-	-	6,113	6,113	-	-
	-	7,212	-	-	7,212	7,212	-	-
Issued Financial Guarantee	5.48%	626	-	626	-	6	342	278
Contracts								

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Notes to the financial statements (cont'd) for the year ended 30 June 2018

LIQUIDITY RISK (CONT'D)

Notes:

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

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

(D) MARKET RISK

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Office's exposures to market risk is limited to cash as it has no borrowings or unit priced investment facilities. The Office has no exposure to foreign currency risk and does not enter into commodity contracts.

The Office does not have an exposure to market risk for loans issued under the Sporting Grounds Improvement Fund as loans are issued as fixed interest only and will be held by the Office to maturity. In addition, there could be

			\$'000		
	CARRYING AMOUNT	-1	1%	+	1%
		PROFIT	EQUITY	PROFIT	EQUITY
30 June 2018					
Financial assets Cash and cash equivalents	21,184	(212)	-	212	-
30 June 2017					
Financial assets Cash and cash equivalents	25,266	(253)	-	253	-

some exposure to market risks for financial guarantees the Office makes for loans issued under the Sporting Bodies Loans Guarantee Act 1997. This is not considered material as all loans have been assessed at balance date with a nil probability of default.

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

INTEREST RATE RISK

The Office does not account for any fixed rate financial instruments at fair value through profit or loss or as available-for-sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Office's exposure to interest rate risk is set out below.

for the year ended 30 June 2018

(E) FAIR VALUE MEASUREMENT

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

20. RELATED PARTY DISCLOSURE

(A) KEY MANAGEMENT PERSONNEL

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or

indirectly. For the Office, this comprises the Minister for Sport, the Chief Executive and Executive Directors.

(B) KEY MANAGEMENT PERSONNEL COMPENSATION

Key management personnel compensation was as follows:

	2018 \$'000	2017 \$'000
Short-term employee benefits		
Salaries	1,518	1,421
Post-employment benefits	-	-
Other long-term benefits	18	28
Termination benefits	-	-
Total remuneration	1,536	1,449

- - - -

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

The Ministers' salary is paid by the Legislature and therefore is not included in the above amounts.

(C) OTHER TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL AND RELATED ENTITIES

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

During 2017/18, the Office has related party transactions with Sydney Olympic Park Authority and Venues NSW in relation to the provision of personnel services (as per

End of audited financial statements.

Note 3(f)), in-kind revenue and expense transactions with the State Sporting Venues Authority (as disclosed in Note 2(b)) and with Service NSW, who administered the Active Kids grant program on behalf of the Office (as disclosed in Note 2(d)). These transactions were conducted at arm's length.

21. EVENTS AFTER THE REPORTING PERIOD

There has not arisen in the interval between 30 June 2018 and the date of this report, any other item, transaction or event of a material or unusual nature likely, in the opinion of the Chief Executive to affect significantly the operations or the affairs of the Office in future financial years.

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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 Office of Sport (the Office), which comprise the Statement of comprehensive income for the year ended 30 June 2018, the Statement of financial position as at 30 June 2018, 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:

- give a true and fair view of the financial position of the Office as at 30 June 2018, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- the Public Finance and Audit Regulation 2015

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

Basis for Opinion

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

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

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

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

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

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

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

Other Information

Other information comprises the information included in the Office's annual report for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The Chief Executive of the Office is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by Chief Executive and Director Finance.



are in accordance with section 41B of the Public Finance and Audit Act 1983 (PF&A Act) and

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

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

In preparing the financial statements, the Chief Executive 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 except where the Office will be dissolved by an Act of Parliament or otherwise cease operations.

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.

My opinion does not provide assurance:

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

Caroline Karakatsanis Director, Financial Audit Services

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07 Governance and Charter



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

The Chief Executive is the head of the agency and is responsible to the Minister for Sport.

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

Core

- Sport and Recreation Services Group
- Sport Infrastructure Group
- Sport Development Group
- Corporate Services Group
- Combat Sports Authority
- State Sporting Venues Authority

Cluster

- Sydney Olympic Park Authority
- Venues NSW

This Annual Report details the activities and performance of the core groups of the Office of Sport. Sydney Olympic Park Authority and Venues NSW, which are entities with enabling legislation and publish their own respective annual reports.

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

OUR ORGANISATION

Sport and Recreation Services Group

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

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

Sport Infrastructure Group

The Sport Infrastructure Group is responsible for state-wide infrastructure and facilities planning and delivery and strategic asset management of state-owned sport facilities. With a focus on collaboration with stakeholders, the Sport Infrastructure Group delivers improved outcomes for government investment on sport infrastructure across NSW, providing sport facilities that meet the diverse needs of the community.

Sport Development Group

The Sport Development Group supports the development of the sport and active recreation sector. Through collaborative leadership, industry engagement, the promotion of safe and inclusive practices, and the provision of information, the Sport Development Group increases participation, improves high performance pathways, enhances the quality of events, and strengthens integrity in sport.

The Group is also responsible for the delivery of the Active Kids program.

Corporate Services Group

The Corporate Services Group provides services and support to groups and entities across the Office of Sport to enable optimised service delivery; through quality systems, expert advice and good decision making. The Group also undertakes essential agency coordinating functions, including ministerial support, strategic and corporate planning, risk management and governance and communications.

08 Appendices

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Appendix A Management Structure at 30 June 2018



MATT MILLER Chief Executive

Matt Miller leads the NSW Office of Sport as its Chief Executive.

In this role he is responsible for sport policy, strategy, and oversight and coordination of sport-related advice, services, and facilities across the state.

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



ANNE GRIPPER

Anne commenced at the Offic division is responsible for the three Olympic sport venues, f sports and combat sports and Anne has enjoyed working wi 23 years. Prior to her current positions as CEO of Triathlon International Cycling Union in



VERONICA LEE

Executive Director - Corporate Services

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

Veronica brings substantial experience in both state and local government encompassing organisational capability, organisational change and financial performance to the Office of Sport.

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



KAREN JONES Executive Director - S

Karen Jones commenced at the Office of Sport in 2017. As the Executive Director of the Sports Infrastructure Group, Karen oversees the delivery of sport infrastructure across the state making a difference to local communities, sporting organisations and the sporting sector.

Prior to joining the Office of Sport, Karen was the Director of Transport Assessments at the Department of Planning and Environment where she managed the assessments of the State's most critical infrastructure and transport projects, including the Sydney International Convention, Exhibition and Entertainment Precinct, NorthConnex, Sydney CBD and South East Light Rail, the Pacific Highway upgrade and WestConnex.



DR PHIL HAMDORF

Executive Director - Sport Development Group

Phil leads the Sport Development Group through its five branches: Policy and Sector Strategy, Sector Performance, Sports Integrity, Active Kids and Major Sports Events. Phil brings extensive experience from senior roles including Director, Regional Coordination - Department of Premier and Cabinet (NSW), Senior Departmental Adviser - Minister for Sport and Recreation (NSW), Director of Corporate Services (Communities NSW), Director Research and Development (Communities NSW), Chief Executive Officer - Australian College of Physical Education, Executive Director, Office of Recreation and Sport (South Australia) and Chief Exercise Physiologist, Royal Adelaide Hospital (South Australia).

OFFICE OF SPORT ANNUAL REPORT 2017/18



Executive Director, Sport and Recreation Services

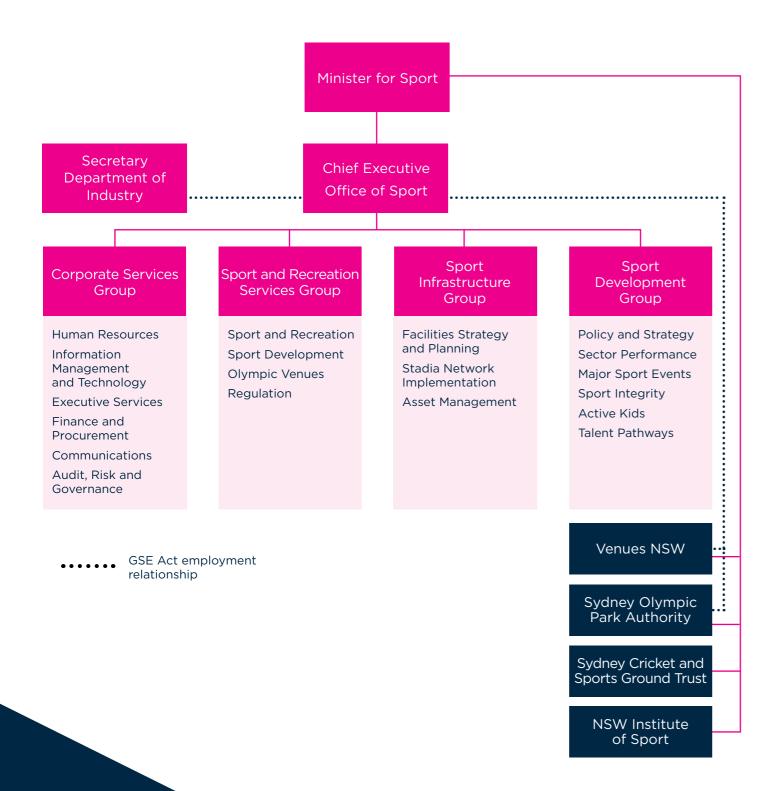
Anne commenced at the Office of Sport in 2016. The Sport and Recreation Services division is responsible for the 11 sport and recreation centres, nine regional offices, three Olympic sport venues, funding and grants program, regulation of motor vehicle sports and combat sports and the Duke of Edinburgh Award Program.

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

Executive Director - Sport Infrastructure Group



Office of Sport Structure





STAFF PROFILE

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

DIVISION	2014-15	2015-16	2016-17	2017/18
Office of Sport	392	384	389	396
Sydney Olympic Park Authority	254	255	250	249
Venues NSW	35	33	27	29
Total:	681	672	666	674

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

DIVISION	2015-16	2016-17	2017/18
Office of the Chief Executive	4	3	2
Sport and Recreation	323	300	290
Sport Development	1	20	26
Sport Infrastructure	2	13	16
Corporate Services	55	53	62
Total	384	389	396



Appendix B Human Resources

PERFORMANCE AND NUMBER OF SENIOR EXECUTIVES

Table 3: Number of Public Service senior executives employed in each band as at 30 June 2018 at Office of Sport

	2015	5-16	201	6-17	2017/18		
Band	Female	Male	Female	Male	Female	Male	
Band 4	0	0	0	0	0	o	
Band 3 (Deputy Secretary and Agency Heads)	0	1	0	1	0	1	
Band 2 (Executive Director)	3	4	2	2	3	1	
Band 1 (Director)	3	7	3	10	2	11	
Total	6	12	5	13	5	13	

* Data includes SOPA and Venues NSW

AVERAGE REMUNERATION OF SENIOR EXECUTIVES

Table 4: Average total remuneration package of senior executives in each band as at 30 June 2018 at the Office of Sport.

The Crown Employees (Public Sector - Salaries 2008) Award was varied to provide for a 2.5 per cent increase in salaries effective from the first full pay period after 1 July 2017.

The Statutory and Other Officers Remuneration Tribunal issued a determination for an increase of 2.5 per cent for the remuneration package ranges for Public Sector Senior Executive bands, effective on 1 July 2017.

	2015	5-16	2017/18		
Band	Range (\$) Average (\$)		Range (\$)	Average (\$)	
Band 4 (Secretary)	N/A	N/A	N/A	N/A	
Band 3 (Depu- ty Secretary and Agency Heads)	320,901 - 452,250	374,548	328,901 - 463,550	411,407	
Band 2 (Executive Director)	255,051 - 320,900	291,990	261,451 - 328,900	295,382	
Band 1 (Director)	178,850 - 255,050	202,415	183,300 - 261,450	216,320	



Appendix C **Disability Inclusion** Action Plan

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

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

Allocated funding was distributed through the following channels:

AMOUNT (\$)	
266,030	19 state sporting organisations f sport group insurance policy
30,000	NSW operations of the Australia
70,000	NSW Institute of Sport scholars
441,620	13 state sporting organisations t participation
72,208	10 sports clubs for 11 projects to
291,224	2 surf clubs to develop their fac
28,000	2 shooting, hunting and collecting compliance requirements
8,665	7 defibrillators for sports clubs (
7,500	School sport disability program local sporting clubs

As at 30 June 2018, 14,250 school aged children with disability have claimed an Active Kids voucher.

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

The Office of Sport is committed to continuing to foster an inclusive workforce culture through promoting

In 2017/18 the Office of Sport supported people with disability through several key initiatives, including; the provision of funding to improve program delivery, the sharing of successful strategies within the disability sport network and working with state and local sporting organisations to develop participation strategies and build organisational capability.

Further, \$1.2 million in funding was provided to support and improve the access for people with disability to facilities, organisations and sporting programs.

CHANNEL

for people with disability and the Sport NSW disability

ian Paralympic Committee

ship program for elite level athletes

to support 18 projects focused on increasing

o increase access and participation opportunities

cilities including for disability access

ing clubs to assist with access, safety obligations and

providing programs for people with disability

to enhance sporting opportunities and provide links to

accessibility and the inclusiveness of everyone with disability.

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



Appendix D Multicultural Services Plan

The Office of Sport has developed a draft Multicultural Services Plan which is currently being reviewed and will be finalised for implementation in 2018/19. The Office of Sport valued the input and advice of Multicultural NSW in the development of this draft plan.

The draft plan identifies actions that the Office of Sport will undertake over the next four years to continue to engage and respond to the diverse needs of our community.

As part of our commitment to ensuring that people enjoy equal access to services and programs, the Office of Sport provides information and communications in a range of languages. For example, the Office has developed fact sheets in 10 different languages on the Active Kids program, that assists NSW families meet the cost of sport and active recreation activities for kids.

In addition, the Service NSW website, where parents apply for Active Kids vouchers, has information in 57 languages. Also, in the lead up to the launch of the Active Kids program on 31 January 2018, media information was translated into different languages and disseminated through appropriate channels. In 2018/19, the Office of Sport will review program data to identify population groups of children for targeted support through leveraging the Active Kids program. This will include a focus on children from culturally and linguistically diverse communities.

In May 2018, the Office of Sport engaged CRED Consulting to undertake research to find out the past, current, and preferred future active recreation and sporting pursuits by various culturally and linguistically diverse groups throughout Greater Sydney.

This research is part of the Office of Sport's role in leading the development of District Sport Facility Plans for the five districts of Greater Sydney as part of the work of the Greater Sydney Commission. This research is considered important given that net migration is expected to account for about half of the projected growth in Sydney's population of 2.71 million people by 2036.

The Office of Sport provides grants to sports and local sports clubs to increase opportunities for participation. In 2017/18 this included funding for a number of football clubs to provide financial assistance to refugees and asylum seekers for uniform and registration fees.



This appendix sets out the Acts administered by the Minister for Sport as at 30 June 2018 and any amendments made to them or to Regulations made thereunder. 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
- Institute of Sport Act 1995
- Motor Vehicle Sports (Public Safety) Act 1985
- Mount Panorama Motor Racing Act 1989
- Sporting Bodies Loans Guarantee Act 1977
- Sporting Venues Authorities Act 2008
- Sydney Cricket and Sports Ground Act 1978
- Sydney Olympic Park Authority Act 2001

AMENDMENTS

COMBAT SPORTS ACT 2013

The *Combat Sports Act 2013* was amended to provide that if a registered combatant, industry participant or promoter applies to be registered again in the same class of registration, the existing registration remains in force until the application is determined by the Combat Sports Authority. This amendment seeks to avoid a situation where all registrations would expire on the same date, causing significant administrative difficulties.

SPORTING VENUES AUTHORITIES REGULATION 2014

The Sporting Venues Authorities Regulation 2014 was amended to increase from six to eight years the total term of office that may be held by a member of a board of management for a regional sporting venues authority. Under the Sporting Venues Authorities Act 2008, a member of a board of management may hold office for no more than three years at a time.

SYDNEY OLYMPIC PARK AUTHORITY ACT 2001

The Sydney Olympic Park Authority Act 2001 was amended to enable the Chief Executive of the Office of Sport (or a member of staff of the Sydney Olympic Park Authority designated by the Chief Executive) to grant licences for a term of five years or less for the use of parts of the Millennium Parklands without having to obtain the Minister's approval for the grant.



Appendix F Consultants

In 2017/18, the Office of Sport had a total of 16 consultancy engagements (greater than \$50,000) with a total value of \$2,090,998 (excl GST) as follows:

CONSULTANTS	PROJECT	AMOUNT (\$)
Deloitte	Indoor Sports Arena Feasibility Study	93,554
РМҮ	Stadium Technology Enhancement Strategies	125,000
KPMG	Preliminary Business Case - Allianz Stadium	220,770
KPMG	Business Case for the Redevelopment of Stadium Australia	168,569
Clayton Utz	Stadia Strategy and Commerciality Framework	139,718
KPMG	Final Business Case - Allianz Stadium	130,292
Indec	Asset Management Information System Review	100,373
DFSI	Shared Services Review	161,600
House of Kitch	Investment in Women's Sport Strategy	86,997
Lander and Rogers	Sector Benchmarking Project	61,700
KPMG	Sport and Recreation Modernise and Optimise Project	281,046
Pat Belcastro Consulting	Shared Services Review - ERP System Business Case	64,000
DHW Consulting	Feasibility Study for Regional Sports Hub at Jindabyne	122,710
KPMG	State Sport Infrastructure Strategy	182,236
Nielsen	Female Participation Framework	59,500
Ethos Urban	Urban Masterplan	92,933
	Total:	2,090,998

Appendix G Payment of Accounts

This appendix details the Office's performance in paying accounts during 2017/18, including details of action taken to improve performance in paying accounts.

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

There were no significant delays in payment of accounts

	CURRENT (WITHIN DUE DATE)	LESS THAN 30 DAYS OVERDUE	BETWEEN 30 AND 60 DAYS OVERDUE	BETWEEN 60 AND 90 DAYS OVERDUE	OVER 90 DAYS OVERDUE
	2017/18 (\$)	2017/18 (\$)	2017/18 (\$)	2017/18 (\$)	2017/18 (\$)
ALL SUPPLIERS					
September	21,049,749	1,038,645	332,224	113,459	96,928
December	17,379,325	2,182,673	248,488	92,582	434,487
March	45,632,804	2,610,007	587,276	164,922	278,839
June	68,996,183	8,099,616	837,773	213,919	259,003
Small Business S	Suppliers				
September	2,008	0	0	0	0
December	2,171	0	0	0	0
March	7,725	0	0	0	0
June	8,735	0	0	0	0

during 2017/18, with the exception of a small number of invoices that were delayed due to queries relating to quantity/quality of goods and services and late receipt of invoices.

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



Appendix G Payment of Accounts

ACCOUNTS PAID ON TIME WITHIN EACH QUARTER

QUARTER	NUMBER OF ACCOUNTS DUE FOR PAYMENT	DOLLAR AMOUNT OF ACCOUNTS DUE FOR PAYMENT (\$)	ACTUAL % OF ACCOUNTS PAID ON TIME (BASED ON NO. OF ACCOUNTS)	ACTUAL % OF ACCOUNTS PAID ON TIME (BASED ON \$ AMOUNT OF ACCOUNTS)				
ALL SUPPLIERS	ALL SUPPLIERS							
September	5,092	22,631,005	91%	93%				
December	5,099	20,337,555	91%	85%				
March	5,206	49,273,848	89%	93%				
June	6,973	78,406,494	91%	88%				
Small Business Supp	liers							
September	10	2,008	100%	100%				
December	6	2,171	100%	100%				
March	16	7,725	100%	100%				
June	8	8,735	100%	100%				

QUARTER	NUMBER OF A CCOUNTS PAID ON TIME	DOLLAR AMOUNT OF ACCOUNTS PAID ONTIME (\$)	NUMBER OF PAYMENTS FOR INTEREST ON OVERDUE ACCOUNTS	INTEREST PAID ON OVERDUE ACCOUNTS (\$)
ALL SUPPLIERS				
September	4,644	21,049,749	-	0
December	4,634	17,379,325	-	0
March	4,608	45,632,804	-	0
June	6,352	68,996,183	-	0
Small Business Supp	liers			
September	10	2,008	-	0
December	6	2,171	-	0
March	16	7,725	-	0
June	8	8,735	-	0



Appendix H Privacy and Personal Information

The Office of Sport conducts business in accordance with the *Privacy and Personal Information Protection Act 1988.* The Office of Sport's Privacy Statement is published on 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 of Sport did not receive any applications to review information under Part 5 of the Act in the 2017/18 financial year.



Appendix I Public Access Information

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

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

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

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

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

In the reporting period, the Office of Sport received a total of 11 requests for information under the *Government Information (Public Access) Act 2009* of these, nine requests were processed by the Office of Sport and two were transferred to another agency. A detailed breakdown of the types and nature of the requests is provided in the following tables.



TABLE A: NUMBER OF APPLICATIONS BYTYPE 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	1	0	1	0	0	0	0	2	18%
Members of Parliament	4	0	1	0	0	0	0	1	6	55%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	1	0	0	0	0	0	0	0	1	9%
Members of the public (other)	1	1	0	0	0	0	0	0	2	18%
Total	6	2	1	1	0	0	0	1	11	-
% of Total	55%	18%	9%	9%	0%	0%	0%	9%	-	-

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



	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*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	6	2	1	1	o	0	0	1	11	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	6	2	1	1	0	0	0	1	11	-
% of Total	55%	18%	9%	9%	0%	0%	0%	9%	-	-

* 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).

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TABLE C: 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%
Total	0	-

TABLE D: CONCLUSIVE PRESUMPTIONOF OVERRIDING PUBLIC INTERESTAGAINST 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 environmental heritage	0	0%
Total	1	-

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

	Number of Times Consideration Used	% of Total
Responsible and effective government	1	33%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	2	67%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	3	

TABLE F: TIMELINESS

	Number of Applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	7	64%
Decided after 35 days (by agreement with applicant)	4	36%
Not decided within time (deemed refusal)	0	0%
Total	11	-



TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT



TABLE G: 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	1	o	1	100%
Review by Information Commissioner*	0	0	o	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	1	o	1	-
% of Total	100%	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 Commissione

TABLE H: 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)	1	100%
Total	1	-

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES

	Number of Applications Transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	2	100%
Total	2	-

INFORMAL APPLICATIONS:

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



Internal Audit and Risk Management Attestation Statement for the 2017-2018 Financial Year for the Office of Sport

I, Matt Miller, am of the opinion that the Office of Sport had internal audit and risk management processes in operation during the 2017-18 financial year that were compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

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

Membership

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

- Independent Chair, Jason Masters 8/1/15 to 8/1/20
- Independent Member 1. Jim Mitchell 8/1/15 to 8/1/20
- Independent Member 2, Gabrielle Trainor 8/1/15 to 8/1/18 then Gerardine Brus 31/3/18 to 31/3/21.

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

• Sydney Sporting Venues Authority (SSVA).

Matt Miller Chief Executive, Office of Sport

Date: 4/9/18

Contact: Kerrie Keyes Chief Audit Executive Phone: 02 8762 9839



icare



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

Monday, 19 June 2017

Reference: TMF 071 - 1718

Office of Sport

CERTIFICATE OF CURRENCY – NSW TREASURY MANAGED FUND

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

This certificate of currency confirms that from 1/07/2017 to 30/06/2018. Office of Sport is a member of the TMF which provides broad protection for all assets and liability exposures in accordance with the TMF Statement of Cover. Office of Sport, their employees and volunteers, are fully covered for their legal liability to any third party arising out of their operations, worldwide.

Cover includes, but is not limited to:

- 1. Legal liability inclusive of:
 - a. Public Liability for an amount of \$20 million
 - b. Professional Indemnity for an amount of \$20 million
 - c. Directors & Officers for an amount of \$20 million, and
 - d. Product Liability for an amount of \$20 million.

Identifier No: MF100033

- 2. Comprehensive Motor Vehicle coverage in respect of vehicles owned or leased by Office of Sport. Identifier No: MF100032
- 3. Property coverage (including plate glass) on a full replacement (new for old) basis, including consequential loss, worldwide, for loss and/or damage to all real and personal property either owned by, or the responsibility of Office of Sport. Identifier No: MF100034
- Personal Accident coverage for Voluntary Workers whilst actively engaged in voluntary work for Office of 4 SPort. Coverage is provided in accordance with and equivalent to the benefits payable under the NSW Workers Compensation Legislation, as amended.

Identifier No: MF100035

Inception Date: 30/06/1989

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

Yours faithfully,

Kyria Poulos **Client Services Manager**

NSW Treasury Managed Fund Phone No: (02) 8121 1230 Email: kpoulos@gio.com.au

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

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Appendix L Digital Information Security Policy Attestation

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

Digital Information Security Annual Attestation Statement for the 2017-2018 Financial Year for Office of Sport

I, Matt Miller, Chief Executive Officer, am of the opinion that Office of Sport had an Information Security Management System (ISMS) in place during the 2017 - 2018 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

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

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

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

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

Yours sincerely

Matt Miller **Chief Executive** 14/08/2018

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

CDGS18/30



Appendix M Consumer Response

The Office of Sport welcomes and values feedback and has established a complaint management system that makes it easy for clients, stakeholders and the general public to submit complaints, compliments and suggestions to the Office of Sport.

Feedback received is collated and used to inform the continuous improvement of services provided by the Office of Sport.

The Office of Sport's approach to feedback is underpinned by a suite of Complaint Handling Commitments adopted by the NSW Government which are being implemented across the public sector. These are:

- Respectful treatment
- Information and accessibility
- Good communication
- Taking ownership
- Timeliness
- Transparency

During the period, the Office of Sport implemented Feedback Assist to provide customers with a simple online tool to provide direct feedback. The Office of Sport has also been building capability in the Homebase Client Management System to better manage client feedback including enabling clients to self-manage and access information about their concerns. This will enable more direct access and timely responses to feedback at the time it occurs.

In addition, the Office of Sport proactively obtains feedback from clients through customer satisfaction surveys after attendance at programs or camps to understand customer experience of services across multiple areas including: booking, food, pricing, program content, venue facilities and staff knowledge and friendliness. On average, customer satisfaction is over 91% across the broad range of services and programs delivered at sport and recreation centres.



Appendix N Grants

2017/18 MINISTER'S DISCRETIONARY FUND		
Organisation	Amount (\$)	
Steve Waugh Foundation	20,000	
Taralga Tigers Rugby Union Club	2,500	
Emmaus Netball Club	3,600	
Goulburn High School	14,000	
Alstonville Swimming Club	13,663	
Raymond Terrace Soccer Club	2,800	
Maitland Football4All	2,500	
Manning Valley Mustangs	2,500	
Ballina Lighthouse and Lismore SLSC	8,962	
AFL NSW/ACT	5,000	
Peakhurst Amateur Swimming Club	3,500	
Veterans Cricket NSW	12,500	
Nowra Albatross Vikings AFC	4,000	
Albion Park Bowling and Recreation Club	4,000	
Bega Show Jumping Club	3,500	
Bega-Tathra Mini Soccer	500	

STRATEGIC PARTNERSHIP PROGRAM	
Organisation	Amount (\$)
Austswim Limited	30,000
Royal Life Saving Society - Head Office NSW	700,000
Sport NSW	250,000
Kidsafe	82,800
Jack Newton JGF	55,000



Abbots	ford 12ft Flying Squadron
	asslyn Rugby League Football Club
	ain Weston Hawks RLFC
AC Unit	ed Football Club
ACC Cri	icket Club Inc
Achilles	Running Club
Adamst	own Rosebud Football Club
AFL No	rth Coast
AFL No	rthern Rivers Juniors
Albion I	Park Bowling and Recreation Club
Albury	North Lavington Swimming Club
Albury	Wodonga Rugby Union Football Club Inc
Albury	Wodonga Table Tennis Association Inc
All Sain	ts Hunters Hill Soccer Football Club
All Sain	ts Liverpool JRLFC
All Sain	ts Oatley West Soccer Club Inc
All Sain	ts Toongabbie Tigers JRLFC
Alstonv	ille Amateur Swimming Club
Alstonv	ille Hockey Club
Alstonv	ille Tennis Club Inc
Angour	ie Boardriders Association Inc
Ardleth	an, Ariah Park, Mirrool Football and Netball Club (Northern Jets
Arncliff	e Scots FC
ASICS \	Nests
Asquith	Soccer Club
Athletic	s East Incorporated
Auburn	Giants
Australi	ian Bangladesh Sports and Cultural Association

Australian Chinese Triathlon Incorporated

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Amount (\$)
3,500
1,892
3,000
20,000
2,000
2,000
5,000
15,270
4,495
3,300
3,814
1,172
10,000
2,000
1,741
5,000
12,000
10,034
5,000
1,850
3,682
5,000
17,000
6,000
5,000
5,000
5,000
5,000
2,000



Organisation	Amount (\$)
Avoca Kayak Club	5,000
Avondale Touch Football Association	2,000
Balgownie Cricket Club	7,051
Balgownie Junior Football Club Incorporated	16,316
Ballina Basketball Association	5,000
Balmain and District Football Club Inc	4,887
Balmain Amateur Swimming and Water Polo Club Inc	2,000
Balmain Junior Rugby Inc	5,000
Balmain Sailing Club Inc	20,000
Balmoral Sailing Club Inc	2,500
Bankstown Basketball Association	10,000
Bankstown City Netball Association Inc	13,000
Bankstown District Amateur Football Association	3,210
Bankstown Sports AFL Club	4,950
Bankstown Sports Senior Athletics Club	2,000
Bankstown Touch Association	5,200
Bar Reef Board Riders	1,700
Bardwell Valley Golf Club Ltd	5,000
Batemans Bay BMX Club Inc	2,400
Bathurst 75 Football Club Inc	4,000
Bathurst Bushrangers Australian Rules Football Club	1,817
Bathurst Netball Association	10,000
Bathurst Pan Dragons Inc	4,400
Bathurst Pistol Club Inc	12,025
Baulkham Hills Australian Football Club Inc	2,136
Bay and Basin Community Nippers	4,100
Bay Area Boardriders Club	2,000
Bega Bombers Inc	3,473
Bega Valley Traditional Archers Inc	5,000



Organisation
Belmont Baseball Club
Belmont North Junior Rugby League Football Club
Belrose Rugby League Football Club Ltd
Berala Carramar Hardcourt Tennis Association Inc
Berkeley Eagles Baseball Club
Berkeley Netball Club Incorporated
Berkeley Vale Rugby League and Sports Club
Berry Netball Club
Berry Riding Club Inc
Beverley Park Golf Club Limited
Bexley Golf Club
Bilambil Junior Soccer Club
Binalong NSW Swimming Club Inc
Blacktown and Districts Football Association Inc
Blacktown Bears Junior Rugby League Club
Blacktown City Athletic Club
Blacktown City Swimming Club Incorporated
Blacktown District Cricket Club
Blacktown Junior Australian Football Club
Blackwattle Bay Dragon Boat Club
Blayney Little Athletics Inc
Blue Mountains BMX Club Inc
Blue Mountains Junior Roller Derby League
Blue Mountains Roller Derby League
Bluefins Dragon Boat Team Incorporated
Boggabri Amateur Swimming Club
Border Branch Australian Stock Horse Society
Bourke Rams Junior Rugby Union Club
Bowral Rugby Club Inc

Amount (\$)
5,000
3,895
12,738
13,500
4,883
4,000
4,700
4,060
5,000
16,000
16,540
5,000
2,000
5,000
2,000
3,650
5,400
9,300
4,800
3,089
5,000
9,462
4,397
2,000
5,000
1,400
300
2,500
20,000

Organisation	Amount (\$)
Branxton Golf Club Co-op Ltd	1,030
Branxton Greta Amateur Swimming Club	5,000
Brighton Beach Volleyball Association	5,000
Bronte Surf Life Saving Club Inc	5,000
Broulee Moruya AFC Inc	5,000
Broulee Surfers Surf Lifesaving Club Inc	4,485
Bulahdelah Cricket Club	1,164
Bundeena Maianbar Football Club	3,750
Burwood Football Club	2,000
Byron Shire Archery Club	5,000
Cabarita Beach Pony Club Inc	5,000
Cabarita Longboard Club	4,760
Camden Amateur Swimming Club	1,190
Camden and District Netball Association Inc	4,500
Camden Cricket ClubCamden Junior AFL Club	5,000
Camden Junior AFL Club	4,766
Camden Rugby Union Club Inc	4,400
Camden Valley Basketball Association	7,000
Cammeray Golf Club	7,000
Campbelltown Australian Football Club Inc	26,425
Campbelltown Harlequin Rugby Club Inc	14,771
Campbelltown Westerners Cricket Club Incorporated	20,000
Canowindra Swimming Club Inc	1,000
Canterbury Bexley District Cricket Club Incorporated	12,500
Canterbury Rugby Union Club Limited	2,000
Canterbury-Bankstown District Junior Rugby League	6,650
Cardiff Bowling Club Cooperative Limited	5,000
Carlingford Cyclones Touch Association	2,300
Casino Pony Club Inc	1,976

2017/18 LOCAL SPORT GRANT PROGRAM

Organisation	
Castle Hill Baseball Club	
Castle Hill United Football Club	
Casuarina Beach Rugby Club	
Casula Lakers Baseball Club	
Caves Beach Surf Life Saving Club	
Cc Mariners Foundation Ltd	
Celtic United SC Broken Hill	
Central Coast Hockey Association Inc	
Central Coast Softball Association Inc	
Cessnock Clay Target Club	
Charlestown Bowling Club	
Charlestown City Blues Football Club	
Cherrybrook Senior and Little Athletics Centre Inc	
Chipping Norton Baseball Club Inc	
Chipping Norton Football Club Inc	
City of Sydney Basketball Association	
Clarence River Cricket Association	
Clarence Town Rugby League Football Club Incorporated	
Club Marconi of Bossley Park Social Recreation & Sporting Centry Limited	9
Cobar Athletic and Triathlon Squad Inc	
Cobbitty Narellan Cricket Club Inc	
Coffs Coast Archery Club Inc	
Coffs Coast Outrigger Canoe Club	
Coffs Harbour and District Golden Oldies Cricket Association	
Coffs Harbour Basketball Association Incorporated	
Coffs Harbour Netball Assn	
Collaroy Surf Life Saving Club	
Collingullie Ashmont Kapooka Football Netball Club	
Comets Softball Club	

Amount (\$)
5,000
5,000
4,300
1,800
850
20,000
2,000
6,000
7,000
20,000
5,000
2,000
5,500
3,850
7,150
19,500
1,600
5,000
20,000
5,000
5,000
1,400
5,000
4,560
5,000
5,000
4,941
10,000
5,000

Organisation	Amount (\$)
Como Jannali Junior Rugby League Football Club	3,000
Concord Baseball Club Inc	1,414
Concord Burwood United Junior Rugby League Club	8,100
Condell Park Foootball Club	2,000
Condobolin Touch Football Association	3,084
Connells Point Sailing Club	5,000
Coogee Croquet Club	8,713
Coogee Netball Club	660
Coogee Surf Life Saving Club Inc	12,000
Coogee United Football Club	4,935
Coolah Pony Club	4,000
Coolah Swimming Club Incorporated	1,000
Coolamon Cricket Club	20,000
Cooma District Junior Rugby League Club Inc	18,576
Coonabarabran Golf Club	6,030
Coraki Golf Club Ltd	8,730
Country Rugby League Of NSW	1,240
Cowra District Hockey Association	5,000
Cranebrook Cricket Club Incorporated	5,000
Cronulla - Sutherland District Junior Rugby Football League Incorporated	1,980
Cronulla Sailing Club	2,300
Cronulla Sharks Boardriders Club	5,000
Cronulla Sutherland Kayak Club	4,000
Cronulla Sutherland Water Polo Club Inc	2,000
Crookwell Amateur Lifesaving And Swimming Club	15,000
Cudgen Headland Netball Club Inc	2,000
Dapto District Rugby League Football Club	5,000
Dapto Little Athletics Centre	2,490
Deaf Football Australia	7,000

2017/18 LOCAL SPORT GRANT PROGRAM

Organisation
Dee Why Rugby Football Club
Delegate Tennis Club
Delta Archers Inc
Denistone Sports Club
Denman Pony Club
Different Strokes Dragon Boat Club
Doonside Little Athletics Centre Incorporated
Double Bay Sailing Club Inc
Doyalson Touch Association
Dragon Sports Association
Drummoyne Water Polo Club Inc
Dubbo Triathlon Club
Dubbo Water Polo Club
Dudley Redhead Junior Rugby League
Dulwich Newtown Basketball Club
Dungog District Netball Association
Dungog Memorial Bowling Club
Dunheved Golf Club Ltd
Earlwood Wanderers Football Club
East Lindfield Netball Club Inc
Eastern Creek Pioneer Soccer Club
Eastern Suburbs CPS Netball Association
Eastern Suburbs Cricket Club (Waverley) Inc
Eastern Suburbs Outrigger Canoe Club Incorporated
Eastlakes MCU Junior Australian Rules Football Club
Eastlakes Sports Club Limited
Eastwood St Andrews AFC
Eden Whalers AFL
Emu Plains Cricket Club

Amount (\$)
7,000
3,229
460
20,000
5,521
2,340
5,000
7,000
22,000
6,916
6,522
1,000
1,308
5,000
7,000
5,000
4,500
19,500
20,000
6,288
3,000
2,000
3,287
5,000
20,000
16,700
2,000
3,000
20,000

Organisation	Amount (\$)
Emu Plains Hockey Inc	4,064
Emus Rugby Club Limited	20,000
Epping Bulls Junior Cricket Club	4,000
Epping Football Club	3,000
Era Surf Life Saving Club	6,364
Erina Rugby League Football Club Ltd	5,144
Erowal Bay Tennis Club Inc	10,000
Eurobodalla Cyclists Club	3,000
Evans Head Rugby League Club	2,750
Everglades Country Club Ltd	4,300
Faulconbridge Cricket Club Inc	22,586
Fernances Creek Riding Club	2,080
Figtree Australian Football Club	5,000
Figtree RSL Bowling Club	20,000
Flying Bats Soccer Club	696
Football South Coast	4,000
Forbes Basketball Association	2,740
Forest Districts Australian Football Club	3,974
Forster Surf Life Saving Club Inc	2,500
Forster Tuncurry Rugby Union Football Club Inc	1,863
Galloping Gully Polocrosse Club Inc	6,600
Garah-Boomi Pony Club Inc	1,000
Garie Boardriders Incorporated	2,000
Georges River Softball Association	3,800
Girls Boardrider Fraternity	2,000
Girraween Little Athletics Centre	10,600
Glebe District Hockey Club	2,450
Glen Innes and District Football Association	4,070
Glenmore Park Cricket Club	5,000



Organisation
Glenmore Park Football Club
Glenmore Phantoms Softball Club
Glenreagh Pony Club
Glossodia Cricket Club Inc
Glossodia Football Club
Gloucester Bowling and Recreation Club Ltd
Gloucester Croquet Club Inc
Gloucester Little Athletics Centre Incorporated
Gordon Junior Rugby Club
Gosford City Basketball and Sports Stadium
Gosford Netball Association
Gosford Water Polo Club
Goulburn City Swans Incorporated
Goulburn Mulwaree Athletics
Grafton Basketball Association Incorporated
Grafton Cycle Club Inc
Grafton Dragon Boat Club
Grafton Sporting Car Club
Granville and District Soccer Football Association
Granville District Football Referees Association Inc
Granville-Waratah Soccer Football Club Inc
Great Lakes Pearl Dragons
Greta Branxton Colts Rugby League Club
Greta Branxton Football Club
Greystanes Giants Softball Club
Greystanes Little Athletics Centre
Gunnedah District Cricket Association
Gunnedah Junior Cricket Association
Gunnedah Tennis Club Inc

Amount (\$)
7,000
4,590
3,272
6,630
3,220
1,987
5,000
7,040
12,000
22,758
20,000
870
18,350
8,000
3,840
2,000
4,037
4,543
10,000
3,650
1,940
2,550
2,000
2,000
2,750
5,000
500
5,000
4,460



Organisation	Amount (\$)
Guyra Bowling Club Womens Bowls	6,060
Guyra Gun Club Inc	7,994
Hawkesbury Riding Club	5,000
Hawkesbury Valley Rugby Club	15,000
Henbury Sport and Recreation Club Limited	4,118
Henwood Park Football Club	3,290
Hills Basketball Association Incorporated	9,500
Hills District Netball Association Incorporated	24,500
Hills Football Incorporated	5,000
Hills Rugby Union Football Club	5,000
Hills Seniors Rugby Union Inc	20,000
Hills United Soccer Club Inc (NSW)	5,000
Hockey New England	1,638
Holbrook Equine Centre	5,000
Holroyd Little Athletics	4,600
Hornsby Berowra Eagles Junior AFL Club	12,934
Hornsby Ku-Ring-Gai Basketball Association	3,500
Hornsby Rugby Club Inc	7,000
Hornsby Touch Association	1,880
Howlong Cricket Club Inc	4,014
Hq Holden Racing NSW Incorporated	4,000
Hunter District Cycling Club Inc	1,500
Hunter Mountainbike Association	4,396
Hunter Surf Lifesaving Inc	1,900
Hunter United Diving Academy Incorporated	12,000
Hunter Valley Football Association Incorporated	1,840
Hunter Valley Paddesports Club	800
Hunters Hill Rugby Union	20,000
Hurlstone Park Cricket Club	1,000

Organisation
Hurstville Croquet Club Inc
Illawarra District Netball Association Inc
Illawarra Dragon Boat Club Inc
Illawarra Triathlon Club Incorporated
Iluka Netball Club Inc
Inverell Little Athletics Centre
Inverell Rugby Club Incorporated
Jindabyne Netball Association
Jindera Country Golf Club
Jingellic Pony Club
Junee Golf Club Ltd
Kahibah Football Club
Kahibah Sports Club
Kariong and Districts Rugby Club Inc
Karuah and District Tennis Club Inc
Kellyville Ridge Cricket Club Incorporated
Kellyville United Football Club
Kembla Heights Bowling and Recreation Club
Kembla Joggers
Kemps Creek United Soccer Club Inc
Kempsey Golf Club Limited
Kiama Netball Association Inc
Kiama Swimming Club Incorporated
Kings Langley Little Athletics Centre
Kings Langley Soccer Football Club
Kingscliff Boardriders Club
Kirrawee Kangaroos Football Club Inc
Kissing Point Softball Club
Kissing Point Sports Club

Amount (\$)
8,500
2,000
1,867
5,000
4,000
2,038
20,000
5,000
20,000
2,000
18,328
941
10,000
2,000
3,500
5,000
5,000
500
3,000
7,000
5,000
14,187
3,453
5,000
4,500
1,920
12,000
10,000
2,000



Organisation	Amount (\$)
Kogarah RSL Sub Branch Youth Gymnastics Club	7,000
Kotara South Netball Club	3,798
Ku-Ring-Gai Cubs Junior Rugby League Club Inc	5,000
Ku-Ring-Gai Hockey Centre	5,000
Ku-Ring-Gai Netball Association	17,200
Kyogle FC Incorporated	2,600
La Perouse Board Riders Indigenous Corporation	1,890
Lake Illawarra Little Athletics Inc	1,725
Lake Macquarie BMX Club Inc	9,500
Lakeside Netball Association	5,000
Lane Cove Cats JAFL Club Ltd	6,890
Lane Cove Swim Club Incorporated	9,750
Lawson Amateur Swimming Club	2,610
Leichhardt Saints Football Club Inc	10,663
Lismore Croquet Club Inc	3,540
Lismore Rugby Club	1,812
Lithgow City Rangers Soccer Club Inc	5,000
Lithgow Judo Club Auspiced by Australian Judo Union Inc	2,000
Liverpool Basketball Association	12,000
Liverpool Catholic Club Bocce	5,000
Liverpool City Archers	5,000
Liverpool City Little Athletics Centre	805
Liverpool City Robins Football Club Inc	8,000
Liverpool Eagles Junior AFL Club	15,368
Lochinvar Rovers Football Club Inc	1,500
Loftus Yarrawarrah Rovers Football Club Inc	6,000
Lowlands Bowling Club Ltd	5,000
Macarthur BMX Club Inc	2,000
Macarthur Football Association	5,000



Organisation	
Macarthur Saints Junior Rugby League	e Football Club Inc
Macarthur Skylarks Hockey Club	
Macarthur Triathlon Club	
Maccabi NSW	
Macksville Amateur Cycle Club Incorp	orated
Maclean Football Club	
Macquarie Shores Swimming Club	
Maitland Basketball Association Inc	
Maitland City Roller Girls	
Maitland Mavericks Baseball Club Inc	
Maitland Meteors Softball Club Incorp	orated
Maitland Triathlon Club	
Makai Paddlers Society	
Mallabula Panthers Rugby League Foo	otball Club
Manilla Pistol Club Incorporated	
Manilla Swimming Club	
Manly 16ft Skiff Sailing Club	
Manly Roos Rugby Club	
Manly Rugby Club	
Manly Warringah Football Association	Inc
Mannering Park Amateur Sailing Club	Inc
Manning River Dragon Boat Club Inco	rporated
Manning Valley Cycle Club Inc	
Marconi Bocce Association	
Marconi Netball	
Marist Dragons Dragon Boat Club Inc	
Maroubra Junior Rugby Union Club Ind	corporated
Maroubra Surf Life Saving Club Incorp	orated
Marrickville Marauders Fencing Club In	nc

Amount (\$)
5,720
2,000
20,000
9,600
5,000
1,970
3,500
3,000
2,000
2,000
1,430
5,000
5,000
5,000
14,500
857
5,000
2,000
2,000
20,000
2,700
1,864
4,500
2,500
1,900
6,008
2,750
2,718
1,500

Organisation	Amount (\$)
Mavericks Dragon Boat Club	4,000
Mayfield United Junior Soccer Football Club	1,000
Melrose Football Club	4,000
Mendooran Gun Club Inc	2,010
Mendooran Tennis Club Inc	3,400
Merewether Golf Club	7,261
Merrylands Amateur Swimming Club Inc	20,000
Merrylands Maulers JRLFC Inc	5,000
Mets Baseball Club	6,500
Middle Harbour Amateur Sailing Club Inc	10,000
Milton Ulladulla Junior Rugby League Inc	5,000
Mingara Athletics Club	5,000
Mingara One Aquatics	12,000
Modern Pentathlon NSW Inc	3,770
Mollymook Outrigger Canoe Club Incorporated	5,000
Monaro Panthers FC Inc	2,000
Moore Park Tigers Junior Australian Football Club Inc	12,000
Moorland Soccer Club	18,540
Mosman Croquet Club Inc	13,000
Mosman Lawn Tennis Club	15,000
Mount Annan 'Mustangs' Football Club Inc	6,390
Mount Druitt Little Athletics Centre Inc	5,000
Mount Lewis Bowling Club Co-op Ltd	5,000
Mt Druitt Netball Association Inc	5,000
Mt Druitt Town Rangers Football Club	4,500
Mt Lindesay Pistol Club Inc	2,275
Mudgee Cycle Club	18,473
Mudgee Sporting Clays Inc	5,000
Mudgee Triathlon Club	5,000

08 APPENDIX N



Organisation	
Iullumbimby Junior Rugby League Inc	
lurwillumbah Swimming Club	
labiac Tennis Assoc. Inc	
lambucca Heads Junior Rugby League Club Inc	
lambucca Valley Cricket Association	
larara-Wyoming Junior Cricket Club	
larooma Blue Water Dragons Inc	
larrandera Basketball Association Inc	
larromine Gorillas Junior Rugby Union Football Club	
larromine Rugby Union Football Club Inc	
larromine Soccer Club	
lelson Bay Junior Rugby League Football Club Inc	
lelson Bay Rugby Club Inc	
lepalese Recreational Club Incorporated	
lepean Aquatic Centre Swim Club Inc	
lepean Ducks Gridiron	
lepean Football Association Inc	
lew South Wales Athletic League Inc	
lew South Wales Police Cricket Club	
lewcastle City Little Athletics Club	
lewcastle District Bowling Association	
lewcastle Flyers Running Club	
lewcastle Netball Assoc. Inc	
lewcastle Petanque Club	
lewcastle Triathlon Club	
lewcastle Wolves Softball Club Inc	
lewport Junior Rugby Club Inc	
lewy Paddlers Incorporated	
ile Football Program	

Amount (\$)
5,000
5,000
1,480
5,000
18,000
6,772
2,290
1,000
3,275
5,000
2,000
2,000
14,915
10,000
10,300
5,000
5,000
985
5,000
1,000
5,000
3,023
1,900
5,000
5,000
1,450
4,000
5,000
3,400



Organisation	Amount (\$)
Norah Head Surfing Fraternity Inc	5,000
North Avoca Surf Life Saving Club	5,000
North Bondi Surf Life Saving Club Inc	11,735
North Cronulla Junior Boardriders Club	4,999
North Rocks Carlingford Little Athletics Centre	4,258
North Rocks Rugby Union Club	5,000
North Rocks Soccer Club Inc	5,000
North Ryde Dockers Australian Football Club Incorporated	5,940
North Steyne Surf Life Saving Club Inc	24,184
North Sutherland Rockets Socccer Club Inc	2,000
North Sydney Junior Baseball Association	20,000
North West Football Club Inc	4,500
Northern Beaches Outrigger Canoe Club Inc	5,000
Northern Districts Australian Football Club	5,000
Northern Districts Lismore Cricket Club	5,000
Northern Lakes Power AFL Inc	5,000
Northern Rivers Easy Riders Inc	2,669
Northern Rivers Kart Club Ltd	5,000
Northern Rivers Regional Rugby League Referees Association Inc	1,500
Northern Rivers Roller Derby Incorporated	1,459
Northern Suburbs Basketball Association	7,000
Northern Suburbs Football Association Inc	7,000
Northern Suburbs Rugby Football Club	4,500
Northwest Speedway Club	3,138
Nowra Community Sailing Club	20,260
NSW Fiji Rugby Union	2,000
NSW Push and Power Rugby League Inc	5,000
NSW Road Racing Club Ltd	2,000
Oatlands Golf Club Limited	4,000



Organisation
Oatley Football Club Incorporated
Ocean Beach Surf Lifesaving Club Inc
Old Bar Soccer Club
Orange and District Softball Association
Orange and Football Assoc Soccer
Orange City Croquet Club
Orange Runners Club Inc
Ourimbah Wyoming RLFC Inc
Pacific Dragons Dragon Boat and Outrigger Canoe Club
Pacific Palms SLSC Inc
Pagewood Botany Football Club Inc
Palm Beach Sailing Club Incorporated
Panania RSL Youth Soccer Club
Parkes Gun Club Inc
Parramatta Auburn Netball Association Inc
Parramatta District Rugby Union Football Club Ltd
Parramatta Junior Eels Rugby League and Sports Club Inc
Parramatta Junior Rugby League Club Incorporated
Peakhurst United Junior Soccer Football Club Inc
Pendle Hill Football Club
Pennant Hills Australian Football Club Inc
Pennant Hills Demons Junior AFC
Penrith City Softball Association Inc
Penshurst West Youth Football Club
Pitt Town Soccer Club
Pittwater Baseball Club Inc
Pittwater Pinks Dragon Boat Team
Plumpton Glendenning Cricket Club
Port Hacking Little Athletics Centre Inc

Organisation	Amount (\$)
Port Jackson Veterans Cricket Club	4,500
Port Macquarie Australian Rules Football Club Inc	5,000
Port Macquarie Longboard Club Incorporated	1,140
Port Macquarie Rifle Club	5,000
Port Macquarie Rowing Club	2,400
Port Macquarie Swimming Club	15,000
Port Macquarie Tennis Club Inc	2,246
Port Stephens Netball Association	3,226
Portland District Motor Sports Club Inc	1,640
Prestons Robins Little Athletics Centre Inc	6,840
Quakers Hill Little Athletics Centre Inc	3,821
Quakers Hill Pirates Baseball Club Incorporated	3,465
Quakers Hill Softball Club	2,500
Quambone Polocrosse Club Incorporated	5,379
Queanbeyan District Cricket Club Inc	20,000
Queens Park (Eastern Suburbs) Football Club Incorporated	2,000
Quirindi Bowling Club Ltd	2,000
Quirindi Junior Rugby Club	5,000
Rainbow Dragons Abreast Inc	1,440
Randwick Botany Harriers Inc	1,427
Randwick City Football Club	2,200
Rankins Springs Golf Club Inc	8,619
Rathmines Bowling Club	4,950
Raymond Terrace Athletics Centre	1,798
Raymond Terrace Magpies R.L.F.C. Incorporated	1,400
Recreation Sports and Aquatics Club	2,000
Redhead Bowling Club Co-op Ltd	6,000
Richmond River Riders	3,937
Richmond River Sailing Club	2,929

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2017/18 LOCAL SPORT GRANT PROGRAM

Organisation
Riverstone Little Athletics
Rockdale Rugby Football Club Incoporated
Rooty Hill RSL Youth Swimming Club
Ropes Crossing Football Club
Roseville Cricket Club
Roseville Junior Rugby Union
Rouse Hill Rangers Football Club Inc
Rouse Hill Rugby Club
Royal Motor Yacht Club Broken Bay NSW
Ruse Football Club Incorporated
Rutherford Football Club
Ryde Bulls Basketball
Ryde Carlile Swimming Club
Ryde Hawks Baseball League Inc
Ryde Rugby Club Inc
Sailors With Disabilities
Sapphire Coast Runners Incorporated
Saratoga Junior Australian Football Club
Sawtell Croquet Club Inc
Sawtell Toormina Australian Rules Football Club
Scarborough Wombarra Bowling and Recreation Club Ltd
Schofields Cricket Club Inc
Scone and District Netball Association
Scone Gymnastics Club
Scotts Head Tennis Club Incorporated
Seaforth Bowling Club Ltd
Seaham Netball Club Inc
Sharks International Water Polo Academy
Shellharbour City Sharks RLFC

Amount (\$)	
3,700	
5,000	
4,636	
5,000	
15,000	
7,000	
5,000	
6,000	
5,000	
4,500	
14,678	
9,760	
5,000	
5,000	
5,000	
6,020	
1,600	
5,000	
5,000	
5,000	
1,330	
2,500	
1,899	
850	
12,000	
6,246	
16,161	
4,000	
7,802	



Organisation	Amount (\$)
Shellharbour City Touch Association Inc	900
Shellharbour Surf Life Saving Club	3,180
Shoalhaven Rowing Club	640
Shortland R.S.L. Junior Soccer Club Incorporated	5,000
Singleton Australian Football Club Inc	1,203
Singleton Rugby Club	5,000
Sloths Dragon Boat Club Inc	6,670
South Cardiff Football Club	5,788
South Coogee Bowling Club Limited	11,000
South Grafton Rebels Rugby League Football Club	3,900
South Tweed Heads Colts Junior Cricket Club	5,975
Southbridge Boardriders Incorporated	2,910
Southend Boardriders Inc	3,420
Southern Districts Soccer Football Association Inc	5,000
Southern Districts Softball Association	18,900
Southern Highlands Vaulting Team	5,000
Southern Lakes United Football Club	4,750
Southern Power AFC	5,000
Springwood Country Club	8,945
St Andrew's Netball Club	5,000
St Bernadettes Football Club	5,000
St Bernadettes Netball Club	5,000
St Christophers Softball Club	5,000
St Clair Crows Junior AFL Club	1,000
St Clair Netball Club	2,000
St George and Sutherland Shire Giants Baseball Club Inc	2,000
St George Basketball Association	9,000
St George District Netball Association	12,000
St George Football Referees Association Inc	2,000



Organisation	
St George Swimming Club	
St John Bosco Youth Centre Netball Club	
St Joseph's JRLFC	
St. Joseph's Riverwood Sports Club	
Stingrays Rugby League Football Club Shellharbour	
Stockton Surf Lifesaving Club	
Strathfield Cricket Club Inc	
Strathfield Croquet Club Inc	
Strathfield Junior Soccer Club Inc	
Strikers Softball Club	
Sudu Dragon Boat Club Incorporated	
Summer Hill Lakers Netball Club	
Super Sikhs Sports Club	
Surf Life Saving Sydney Northern Beaches	
Surfing Mums	
Surfing Western Sydney Inc	
Sutherland District Basketball Association Inc	
Sutherland District Cricket Club Inc	
Sutherland Shire Netball Association Inc	
Swansea Belmont Surf Life Saving Club	
Swansea Sharks Swimming Club Incorporated	
Swimming Metro North West Association	
Sydney Arrows Ice Racing Club	
Sydney CBD Football Club Inc	
Sydney Central Badminton Association Incorporated	
Sydney Cricket Club	
Sydney Dressage Inc	
Sydney Emeralds Synchronised Swimming Club	
Sydney Ocean Paddlers Inc	

Amount (\$)		
5,000		
2,000		
20,000		
4,650		
5,000		
4,400		
6,875		
885		
2,000		
1,330		
4,693		
940		
10,000		
7,000		
3,876		
7,000		
18,700		
13,221		
875		
8,555		
2,000		
5,000		
4,600		
5,000		
10,000		
20,000		
1,250		
2,000		
2,000		

2017/18 LOCAL SPORT GRANT PROGRAM

Organisation	Amount (\$)
Sydney Pacific Athletic Club	1,200
Sydney Roosters Junior Rugby League	2,000
Sydney Shires Cricket Umpires Association Inc	5,250
Sydney Sirens Womens Ice Hockey Club	4,500
Sydney South Hockey Association	5,000
Sydney Supersonics Sports Club Incorporated	5,000
Sylvania Bowling Club Co Operative Ltd	5,000
Table Tennis Goulburn Inc	4,000
Tahmoor Soccer Club	15,000
Tallawong Park Little Athletics Club	4,900
Tamworth and District Water Polo Inc	4,549
Tamworth Pistol Club Inc	20,000
Taree and District Netball Association Inc	5,000
Tathra Australian Football Club Inc	14,752
Tenambit Morpeth District Cricket Club	4,000
Tenterfield District Tennis Association Inc	3,090
Tenterfield Traditional Archers Inc	1,390
Terrigal Rugby Club Inc	4,278
The Bingara Sporting Club Limited	3,900
The Bundanoon Club	2,650
The Cheltenham Recreation Club Limited	2,800
The Entrance District Junior Cricket Club	20,000
The Entrance Water Polo Club	2,000
The Forest District Rugby Club Inc	4,950
The Ponds Cricket Club	16,750
The Waratahs Rugby Union Club	2,297
Thirlmere Tahmoor Senior Rugby League Football Club	10,000
Thirroul Bowling Leagues and Recreation Club	5,850
Thornleigh Sports and Recreation Club Inc	2,986



2017/18 LOCAL SPORT GRANT PROGRAM

Organisation
Thornton Redbacks Football Club
Tinonee Cricket Club Inc
Tinonee Soccer Club Inc
Toronto Baseball Club
Toronto Croquet Club Inc
Toronto Pony Club Inc
Toukley Netball Club
Trangie Cricket Club
Tuncurry Forster Sports Netball Club
Tweed Coast Raiders Senior Rugby League
Tweed Coast Warriors Softball Incorporated
Tweed Heads Judo Club Auspiced By Australian Judo Union Inc
Tweed Heads Seagulis RLFC Ltd
Tweed Netball Association Incorporated
Tweed Saints Netball Club Inc
Tweed Valley Triathletes Incorporated
UKI Sport and Recreation Club Inc
Umina Junior Rugby League Football Club Inc
UNSW Swimming Club Inc
UTS Northern Suburbs Athletic Club Inc
Valley United Junior Rugby League Football Club Inc
Vaucluse Yacht Club Limited
Veterans' Cricket NSW Association Incorporated
Wagga Wagga Branch of Sporting Shooters Association of Australia
Wallagoot Lake Boat Club
Wallis Spirit Dragons Inc
Wallsend Athletic Club Inc
Wallsend District Cricket Club
Wallsend Warriors Swimming Club Inc

Amount (\$)
5,000
1,354
4,699
1,000
5,000
500
2,000
6,944
4,700
3,000
3,254
2,000
2,000
5,000
1,915
1,950
12,947
2,900
2,000
3,750
1,499
20,000
5,000
16,710
5,000
2,926
5,931
2,069
5,000



2017/18 LOCAL SPORT GRANT PROGRAM

Organisation	Amount (\$)
Wanda Surf Lifesaving Club Inc	3,500
Warilla Bowls and Recreation Club	5,000
Warilla Lake South MRLFC	5,000
Warilla Wanderers Football Club Incorporated	4,300
Warners Bay Australian Football Club Inc	10,000
Warringah Amateur Swimming Association Incorporated	5,000
Warringah Cricket Club	8,570
Waterboard Bowling Club Co-op Limited	20,000
Wentworth District Foootball and Netball Club Inc	20,000
Werrington Football Club	20,000
West Metropolitan Cross Country Clubs Inc	4,500
West Pennant Hills Cherrybrook Soccer Club	7,000
West Rutherford Telarah Netball Club	2,000
West Wallsend Soccer Club	3,500
Western Rams Rugby League Incorporated	2,000
Western Raptors Junior Rugby Union Club Inc	5,000
Western Suburbs Lawn Tennis Association Limted	2,000
Western Suburbs Leagues Club Ltd	20,000
Western Suburbs Schoolboy Rugby League Football Club Maitland Inc	5,000
Westlakes Wildcats Football Club	4,500
Weston Junior Football	5,000
Windang Surf Lifesaving Club	2,500
Wingham Hockey Club Inc	5,000
Wingham Swimming Club Inc	2,900
Winston Hills Cricket Club	3,125
Winston Hills Junior AFL Incorporated	5,495
Winston Hills Junior Baseball Club Inc	4,617
Winston Hills Soccer and Sports Club	7,000
Wiradjuri Warriors Rugby League Football Club	4,170



2017/18 LOCAL SPORT GRANT PROGRAM	
Organisation	Amount (\$)
Wisemans Ferry Bowling Club	2,000
Wollongbar Alstonville Rugby Club Inc	5,000
Wollongong City Little Athletics	2,250
Woodberry and District Athletic Centre Inc	2,500
Woodport Netball Club Incorporated	2,820
Woodville Wanderers FC	1,080
Woolooware Golf Club Limited	4,000
Woonona Bulli Junior Rugby League Football Club	2,000
Woonona Junior Football Club	3,000
Woonona Netball Club	2,000
Woonona Surf Life Saving Club	3,000
Woy Woy Rugby Club Inc	10,500
Wyong District Cricket Club Incorporated	1,500
Wyong Lakes Australian FC	1,500
Yamba Touch Football Inc	3,700
Yarra Bay Sailing Association	5,000
Yeoval Amateur Swimming Club	4,710
Young Touch Association Incorporation	672

2017/18 SURF CLUB FACILITY DEVELOPMENT PROGRA

Organisation	
Surf Life Saving NSW Inc.	

AM		
	Amount (\$)	
	4,000,000	





2017/18 SPORT DEVELOPMENT PROGRAM GRANT

Organisation	Amount (\$)
AFL NSW/ACT	50,000
Athletics NSW	45,700
Australian Paralympic Committee	50,000
Australian Underwater Federation (NSW Branch)	5,400
Basketball New South Wales	50,000
Blind Sporting Association of NSW	45,000
Boccia New South Wales Inc	10,000
Cerebral Palsy Sporting and Recreation Association of New South Wales Incorporated	18,200
Confederation of Australian Motor Sport	50,000
Cricket NSW	50,000
Croquet NSW	45,000
Cycling NSW	36,000
Disabled Wintersport Australia	47,500
Diving NSW Inc	35,000
Dragon Boats NSW Inc	10,000
Equestrian NSW	45,000
Football NSW	50,000
Hockey NSW	50,000
Ice Hockey New South Wales	40,000
Ice Racing New South Wales Inc	18,800
Judo Federation of Australia (NSW) Inc	25,200
Little Athletics Association of NSW Inc	10,000
Masters Swimming NSW	10,000
Netball NSW	47,200
New South Wales Rugby League Ltd	47,700
New South Wales Touch Association	42,000
New South Wales Water Polo Incorporated	50,000
Northern NSW Football	38,000



2017/18 SPORT DEVELOPMENT PROGRAM GRANT	
Organisation	Amount (\$)
NSW Fencing Association Inc	50,000
NSW Goalball Association	50,000
NSW Polo Association	9,000
Pony Club Association of NSW Incorporated	30,000
Riding For The Disabled Association (NSW)	47,400
Rowing NSW	50,000
Sailability NSW Inc	25,000
Softball NSW	25,000
Special Olympics Australia (NSW)	45,720
Surfing NSW Incorporated	50,000
Swimming NSW	30,000
The New South Wales Ski Association Limited	50,000
Triathlon New South Wales Limited	50,000
Wheelchair Rugby League Australia Inc	29,900
Wheelchair Sports NSW	50,000
Women's Bowls NSW	9,500







Organisation	Amount (\$)
Abermain Bowling and Recreation Club Ltd	1,250
Adamstown Rosebud Football Club	1,250
AFL North Coast	1,250
Albion Park Oak Flats Rugby League Football Club	1,250
Albury Holbrook Polocrosse Club	1,300
Albury Tennis Association	1,300
Albury Wodonga Clay Target Club	1,300
Alexandria Dukes RFC	1,250
Allambie Heights Community Tennis Club	1,250
Armidale Basketball Association Incorporated	1,300
Armidale District Netball Association	1,300
Ashford Roosters Junior Rugby League Inc	1,300
Asquith Soccer Club	1,125
Avalon Beach Bowling and Recreation Club Ltd	1,250
Balgowlah Bowling Club Limited	1,250
Balmain Junior Touch Association Inc	1,250
Bankstown District Cricket Club	1,250
Barbarians Rugby Union Football Club Inc	1,300
Barellan Swimming Club	1,300
Bargo Bunnies JRLFC	1,250
Batemans Bay Football Club	1,300
Batemans Bay Seahawks AFL Club	1,300
Bathurst Clay Target Club Inc	1,300
Bathurst Light Car Club Limited	1,300
Bathurst Panthers Squash Club Incorporated	1,300
Bathurst Touch Association Inc	1,300
Bay and Basin Community Nippers	1,250
Bega Devils Soccer Football Club	1,300

08 APPENDIX N



2017/18 LOCAL SPORT DEFIBRILLATOR PROGRAM

Organisation
Bega Tennis Club Inc
Belmont Football Club Inc
Belmont North Junior Rugby League Football Club
Belrose Tennis Club Inc
Berkeley Vale Rugby League and Sports Club
Berrigan Shire Council
Blackheath Tennis Club Inc
Blacktown Pistol Club
Blacktown Tennis Inc
Bland Shire Council
Blaxland Soccer Club Incorporated
Blayney AandP Association Inc
Blayney Junior Soccer Club Inc
Blue Mountains Football Club
Bonny Hills Tennis Club Inc
Boorowa Junior Rugby League Club
Bowral Rugby Club Inc
Branxton Croquet Club
Branxton Golf Club Co-op Ltd
Broken Hill Field and Game Association Inc
Bulahdelah Bowling Club
Bulli Junior Soccer Club Inc
Burning Palms Surf Life Saving Club Inc
Burrangong Rugby League Football Club Inc
Camden and District Netball Association Inc
Camden Haven Dragon Boats
Campbelltown Camden District Cricket Club
Campbelltown Cobras Soccer Club

Amount (\$)
1,300
1,250
1,250
1,250
1,250
1,115
1,250
1,250
1,250
3,900
1,250
1,300
1,300
1,250
1,300
1,300
1,300
1,250
1,250
1,400
1,250
1,250
1,250
1,300
1,250
1,300
1,250
1,250



Organisation	Amount (\$)
Canowindra Community Bowls and Recreation Club	1,300
Cape Hawke Surf Lifesaving Club	1,250
Caragabal Country Golf Club Ltd	1,300
Carcoar and District Pony Club	1,300
Carlingford Cougars Junior Rugby League Football Club	1,250
Castle Hill Baseball Club	2,500
Central Coast Speedway Kart Club Inc	1,250
Central Coast Triathlon and Multisport Club	1,250
Cessnock Clay Target Club	1,250
Cobar Rugby League Football Club	1,400
Coffs Harbour and District Golden Oldies Cricket Association	1,247
Coffs Harbour Boardriders Club Incorporated	1,300
Coffs Harbour Breakers AFC Incorporated	1,300
Coffs Harbour City Council	2,600
Coleambally Football Netball Club Inc	1,300
Comets Baseball Club Inc	1,250
Concord Baseball Club Inc	1,250
Coniston Junior Soccer Club Incorporated	1,250
Coogee Croquet Club	1,250
Coogee Triathlon Club Inc	1,250
Coogee United Football Club	1,250
Cooks Hill Surf Life Saving Club	1,250
Coolah District Development Group Incorporated	1,250
Coolamon Redgrave Park Tennis Club	1,300
Coolamon Rovers Football Club	1,300
Coomealla Memorial Sporting Club	1,400
Coonamble Rugby League Football Club Incorporated	1,300

2017/18 LOCAL SPORT DEFIBRILLATOR PROGRAM

Organisation
Cootamundra Country Club
Cootamundra Pistol Club Incorporated
Cootamundra Rugby Club
Corrimal Junior Cricket Club
Cowra Australian Rules Football Club Incorporated
Cowra Shire Council
Cranebrook United Soccer Club
Cronulla Sutherland Water Polo Club Inc
Crookwell Mens Bowling Club
Cudgen Headland Junior Rugby League Club
Culburra and Districts Rugby League Football Club
Culcairn Town Tennis Club
Dalgety Show Society
Darlington Point Sports Club Ltd
Deniliquin Boat Club Inc
Deniliquin Racing Club
Double Bay Sailing Club Inc
Dubbo Triathlon Club
Dungog Shire Council
Dungog Soccer Club Incorporated
East Albury Cricket Club Inc.
East Hills Rugby League Club Inc
East Lismore Tennis Club Inc
East Maitland Junior Rugby League Football Club Inc
East Maitland Park Tennis Club Inc
Eastern Suburbs District Rugby Union Football Club
Eastwood Thornleigh District Tennis Association Inc

Erina Archery Club

Amount (\$)
1,300
1,300
1,300
1,250
1,300
3,900
1,250
1,250
1,300
1,250
1,250
1,300
1,300
1,300
1,300
1,300
1,250
1,250
1,250
1,250
1,300
1,250
1,300
1,115
1,250
1,250
1,250
1,250



Organisation	Amount (\$)
Evans Head-Casino SLSC	1,300
Fairfield City Council	8,750
Far South Coast Hockey Association Inc.	1,207
Figtree Australian Football Club	1,250
Finley Basketball Association	1,300
Forbes Rugby League Football Club	1,300
Forbes Sports and Recreation Club Ltd	1,300
Galston Equestrian Club	1,250
Gilgandra Rugby League Football Club	1,300
Glebe Junior Australian Football Club Inc	1,047
Glen Innes Severn Council	2,600
Glossodia Football Club	1,250
Gordon Rugby Football Club Ltd	1,250
Goulburn District Netball Association	1,300
Goulburn Golf Club Ltd	1,300
Goulburn Pistol Club Inc	1,300
Goulburn Workers Field and Game Clay Target Club	1,300
Grafton Clay Target Club Inc	1,300
Grafton Rifle Club Inc	1,300
Grafton Vintage Motor Vehicle Club Inc	1,300
Great Lakes Sailing Club	1,250
Greenwich Sailing Club Inc	1,250
Greystanes JRLFC Inc	1,250
Griffith Feral Tri-Ards	1,300
Griffith Netball Association	1,300
Griffith Tennis Club Incorporated	1,300
Gulgong Bowling and Sporting Club Ltd	1,300



Organisation
Gunnedah and Districts Australian Football Club
Gunnedah District Cricket Association
Gunnedah Junior Rugby Union
Gunnedah Rugby Club
Gunners Soccer Club
Gymea Netball Club
Harbord United Junior Rugby League Football Club
Hastings Valley Motorcycle Club
Hawkesbury Australian Rules Football Club
Hawkesbury Riding Club
Hazelbrook Football Club Inc
Heathcote Waratahs Football Club
Hills Spirit Football Club Incorporated
Hockey Albury Wodonga
Hockey Coffs Coast Inc
Holbrook Ultralight Club Inc
Holy Cross College Soccer Club
Hornsby Kuring-Gai District Tennis Association Inc
Hornsby Rugby Club Inc
Howe Park Tennis Club
Hunter Mountainbike Association
Illaroo Football Club
Illawarra District Rugby League Football Club Limited
Illawarra Hockey Incorporated
Illawarra Junior Baseball League
Ingleburn Tennis Club
Inverell East Bowling Club

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Jamberoo Tennis Club

Amount (\$)
1,300
1,300
1,300
1,300
1,250
1,250
1,250
1,300
1,250
1,250
1,250
1,250
1,250
1,300
1,300
1,300
1,250
1,250
1,250
1,250
1,250
2,500
1,250
1,250
1,250
1,250
1,300
1,250



Organisation	Amount (\$)
Jerrabomberra Tennis Club Inc.	1,300
Jervis Bay Triathlon Club	1,250
Keira Cricket Club	1,250
Kellyville Bushranger Junior Rugby League	1,250
Kellyville United Football Club	1,250
Kempsey Saints Football Club	1,300
Kendall Tennis Club	1,300
Kiama Netball Association Inc	1,250
Killara Croquet Club Inc	1,250
Kissing Point Sports Club	7,500
Kooroora Tennis Club	1,250
Ku-Ring-Gai Netball Association	1,250
Ku-Ring-Gai Stealers Baseball League	1,250
Kurnell Catamaran Club Incorporated	1,250
Kyogle Together Incorporated	1,300
Lachlan Shire Council	1,300
Lake Cargelligo Junior Rugby League and Junior Netball Association Inc	1,300
Lake Macquarie Rowing Club Inc	1,250
Lake Macquarie Rugby Union Club Inc.	1,250
Lane Cove 12ft Sailing Skiff Club	1,250
Lavington Springdale Heights Community Centre Inc	1,300
Leggy Point Boardriders Club Inc.	1,250
Lismore Thistles Soccer Club Inc	1,300
Little Heroes Swim Academy Limited	1,250
Liverpool City Robins Football Club Inc	1,235
Lochinvar Rovers Football Club Inc	1,250
Loggerheads Malibu Club	1,300
Macarthur BMX Club Inc	1,250



2017/18 LOCAL SPORT DEFIBRILLATOR PROGRAM

Organisation
Maccabi Hakoah Football Club Inc
Macksville Falcons Touch Football Association
Maitland Basketball Association Inc
Maitland Croquet Club Inc
Maitland District Netball Association Inc
Maitland Dog Obedience Club Inc
Majellan Bowling Club Ltd
Manildra Golf Club
Manly Warringah District Baseball Club Inc
Manly Warringah Softball Association Inc
Manly Warringah Volleyball Association
Mannering Park Amateur Sailing Club Inc.
Manning Futsal Incorporated
Manning Valley Cycle Club Inc
Manning Valley Rifle Club Inc
Marconi Mustangs JRL
Melrose Football Club
Merimbula Tennis Club Incorporated
Metropolitan South West Hockey Association
Military Rifle Clubs Association Inc
Milton Ulladulla Junior Rugby League Inc
Minnie Water Wooli Surf Life Saving Club
Mollymook Golf Club Limited
Mona Vale Bowling Club Limited
Monaro Air Rifle Club
Moree Football Club
Moree Golf Club Ltd

Amount (\$)
1,250
1,300
1,250
1,250
1,125
1,250
1,300
1,300
1,250
1,250
1,250
1,047
1,250
1,250
1,250
1,115
1,300
1,300
1,250
1,250
1,250
1,300
2,500
1,250
1,300
1,300
1,300



Organisation	Amount (\$)
Morisset Country Club Ltd	1,250
Moruya Golf Club	1,300
Moruya/Tuross Junior Rugby League Football Club	1,300
Mosman Croquet Club Inc	1,250
Mount Colah Football Club Inc	3,750
Mt Riverview and District Tennis Club Incorporated	1,250
Mudgee Sporting Clays Inc	1,300
Mullumbimby Golf Club	1,115
Murwillumbah Rowing Club	1,300
Narara-Wyoming Cricket Club	1,125
Narellan Jets Junior Rugby League Football Club Inc	1,250
Narooma Football Club	1,300
Narrabeen Lakes Sailing Club	1,250
Narrabri Netball Association	1,300
Narrabri Touch Inc	1,300
Narromine Shire Council	2,600
Nelson Bay Rugby Club Inc	1,122
Nepean Athletics Club	1,247
Nepean Ducks Gridiron	1,250
New England Mountain Bikers Incorporated	1,300
New South Wales Churches Football Association Inc	2,500
Newcastle and District Softball Association	1,250
Newcastle Petanque Club	1,250
Newcastle Small Bore and Air Rifle Club Inc	1,250
Newtown Breakaways	1,250
North Albury Sports Club	1,300
North Dalton Park Regional Sports Centre	1,250
North Narrabeen Surf Life Saving Club Incorporated	1,250



2017/18 LOCAL SPORT DEFIBRILLATOR PROGRAM

Organisation
North Tamworth Rugby League Club Inc.
Northbridge Football Club
Northern Suburbs Tennis Association Inc
North-Western Suburbs Tennis Association Inc
Nowra Velo Club Inc
NSW Fencing Association Inc
Nx Sports Community Foundation Limited
Oberon Golf Club Limited
Orange and District Softball Association
Orange City Council
Orange City Rugby Club Inc
Orange Cycling and Triathlon Club
Orange CYMS Junior Rugby League Club
Orange Ex-Services Tennis Club
Orange Hockey Incorporated
Orara Valley Football Club
Pacific Palms Bowling Club Ltd
Pacific Palms SLSC Inc
Pagewood Botany Football Club Inc
Palm Beach Surf Life Saving Club
Park Beach Bowling Club Ltd
Parkes District Cricket Association
Parkes Golf Club Co-op Limited
Parkes Railway Bowling Club
Parkes Rugby League Football Club
Parkes Rugby Union Club Inc
Parkes Touch Association

Parramatta District Cricket Club Inc

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Amount (\$)
1,300
1,250
2,500
1,250
1,250
1,250
1,115
1,300
1,300
1,300
1,300
1,250
1,300
1,300
1,300
1,300
1,250
1,250
1,175
1,250
1,300
1,300
1,115
1,300
1,300
1,300
1,300
1,250



Organisation	Amount (\$)
Parramatta District Rugby Union Football Club Ltd	1,250
Peak Hill Golf Club Cooperative Ltd	1,300
Penrith City Softball Association Inc	1,250
Penrith District Cricket Club	1,250
Penrith Rugby Club Inc	1,250
Pittwater Aquatic Club Co-op Limited	1,250
Pony Club Association of NSW Incorporated	1,250
Port Jackson Veterans Cricket Club	1,250
Port Macquarie Basketball Association	1,300
Port Macquarie Oztag Incorporated	1,147
Port Saints Soccer Club Incorporated	1,300
Port Stephens Netball Association	1,250
Queanbeyan Netball Association	1,300
Queens Park (Eastern Suburbs) Football Club Incorporated	1,250
Rainbow Region Dragon Boat Club	1,300
Randwick City Football Club	1,250
Randwick District Rugby Union Football Club Inc.	1,250
Riding For The Disabled (NSW) Manning Great Lakes Centre	1,250
Riding For The Disabled Association (NSW) Tamworth	1,250
Riding For The Disabled NSW Eurobodalla Centre	1,300
Roberts Park Community Sports Club Inc	1,300
Roseville District Cricket Club	1,250
Rouse Hill Baseball Club	1,250
Sacred Heart Pymble Football Club Incorporated	1,250
Salt Surf Life Saving Club	1,300
Sapphire Coast Boardriders Club	1,300
Sawtell Croquet Club Inc	1,300
Sawtell Toormina Saints Junior Australian Football Club Inc	1,300



2017/18 LOCAL SPORT DEFIBRILLATOR PROGRAM

Organisation	
Scarborough Boardriders Incorporated	
Scouts Australia NSW: 1st Sailors Bay Sea Scouts	
Shoalhaven City Turf Club Ltd	
Shoalhaven Heads/Berry Football Club	
Singleton Strikers Football Club	
South Coogee Bowling Club Limited	
South Eastern Junior Rugby League Club	
South Narrabeen Surf Life Saving Club Inc	
South Sydney District Junior Rugby Football League Ltd	
Southern Districts Rugby Club Ltd	
Southern Districts Softball Association	
Southern Highlands Carriage Club Inc.	
Southern Highlands Rifle Club	
SSAA Illawarra	
SSAA Mudgee and District Branch Inc	
SSAA NSW Batemans Bay Branch Inc	
SSAA NSW Coffs Harbour Branch	
SSAA NSW Gunnedah Branch Inc.	
St Ives Football	
St John Bosco Youth Centre Rugby League Club	
St Marys Rsl and Ex-Servicemens Club Ltd	
St Patrick's Rugby Club Strathfield Inc	
St Pats FC Incorporated	
Stockton Sharks Junior Football Club	
Sunset Strip Progress Association Inc	
Sutherland Shire Canoe Club	
Sutherland Shire Softball Association Inc	

Amount (\$)
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,300
1,300
1,047
1,300
1,300
1,300
1,300
1,250
1,250
1,250
1,250
1,300
1,250
1,400
1,250
1,250



Organisation	Amount (\$)
Sydney Croquet Club	1,250
Table Tennis Goulburn Inc	1,300
Tacking Point Surf Life Saving Club	1,300
Tamworth Clay Target Club	1,300
Taree Railway Institute Bowling Club	1,250
Taren Point Bowling and Recreation Club Ltd	1,250
Tathra Australian Football Club Inc	1,300
Temora Schoolboys Rugby League Football Club	1,300
Terrigal United Football Club	1,250
The Armidale Rugby Union Football Club Incorporated	1,300
The Bingara Sporting Club Limited	1,300
The Cheltenham Recreation Club Limited	1,250
The Goulburn Tennis Club Inc	1,300
The New South Wales Ski Association Limited	1,300
Thornton Junior Football Club Inc	1,250
Toronto Croquet Club Inc	1,250
Tweed Netball Association Incorporated	1,300
UKI Sport and Recreation Club Inc	1,250
Ulladulla Pistol Club Inc	1,250
Uralla Golf Club Incorporated	1,300
Urunga Bowling Club Ltd	1,300
UTS Northern Suburbs Athletic Club Inc	1,250
Vaucluse Yacht Club Limited	1,250
Wagga Wagga Croquet Club Inc	1,300
Wahroonga Rugby Club Incorporated	1,250
Walcha Bowling Club and Recreation Club Ltd	1,300
Warragamba Junior Rugby League Football Club Inc.	1,250
Warren Golf Club Limited	1,300

2017/18 LOCAL SPORT DEFIBRILLATOR PROGRAM

Organisation	
Warren Shire Council	
Wauchope Junior Rugby League Football Club Inc	
Wentworth Golf Club Limited	
Werris Creek Golf Club Ltd.	
West Metropolitan Cross Country Clubs Inc	
West Pennant Hills - Cherrybrook Junior Australian Football Club	
West Port Macquarie Tennis Club Inc	
West Tamworth League Club Limited	
Western Suburbs Australian Football Club Inc	
Whale Beach SLSC Incorporated	
Whittley Club NSW Incorporated	
Wilberforce United Soccer Club	
Windsor Polo Club	
Wollondilly Junior Australian Football Club	
Wollongong Motor Cycle Club	
Woonona Boardriders Club	
Woonona Shamrocks Rugby Club Inc	
Wyong Athletic Centre	
Yamba Bowling and Recreation Club Ltd	
Yamba Surf Life Saving Club Inc	
Yass Clay Target Club	
Yass Netball Association Incorporated	
Yeoval Bowling Club Limited	
Yeoval Golf Club Inc	
Young Croquet Club Inc	
Young Junior Rugby League Inc	
Young Lions Soccer Club Inc	
Young Tennis Club Incorporated	

Amount (\$)
3,900
1,300
1,300
1,300
1,250
1,250
1,300
1,300
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,250
1,300
1,300
1,300
1,300
1,300
1,300
1,300
1,300
2,600
1,300

2017/18 ASIAN CUP 2015 LEGACY FUND*

Organisation	Amount (\$)
Football NSW	\$1,752,895
Northern NSW Football	\$552,695

*Funding for this program was provided in 2016/17



08 APPENDIX N



Organisation AHEPA Hunting, Shooting and Fishing Club Inc Albury Wodonga Clay Target Club Alpine Precision Rifle Club Ardlethan Beckom Sporting Clays Armidale Rifle Club Inc Bathurst Clay Target Club Inc Bathurst Pistol Club Inc Bega Rifle Club Inc Bega Valley Pistol Club Inc Berrima Clay Target Club Inc Blacktown Pistol Club **Booligal Pistol Club Inc** Bourke Clay Target Club Inc Broken Hill Pistol Club Inc Campbelltown Liverpool District Pistol Club Inc Capertee Pistol Club Coleambally Clay Target Club Inc Colo Silhouette Pistol Club Inc Cooma Rifle Club Inc Cootamundra Pistol Club Incorporated Cootamundra Rifle Club Inc Corowa Clay Target Club Inc Cumnock Pistol Club Inc Deniliquin Pistol Club Incorporated Dorrigo Rifle Club Incorporated Explorers Rifle Club Inc Finley Gun Club Inc Gosford District Pistol Club

Amount (\$)
3,700
18,000
800
6,683
1,782
600
14,650
3,200
1,473
17,251
1,079
6,476
987
8,000
1,700
7,728
9,725
4,500
3,500
15,000
5,000
10,000
14,067
3,625
1,565
5,120
607
12,000

2017/18 SAFE SHOOTING GRANT

	Amount (C)
Organisation	Amount (\$)
Gosford District Rifle Club	4,866
Grafton Pistol Club Inc	18,000
Hellenic Australian Hunting and Target Shooting Club of NSW	2,200
Holsworthy Pistol Club	6,840
Inverell RSM Pistol Club	5,353
Kempsey Pistol Club Inc	5,649
Kempsey Rifle Club Inc	4,386
Lex Pistol Club Inc	2,335
Lismore Clay Target Club	7,245
Lithgow Small Arms Rifle Club Inc	3,003
Manilla Pistol Club Incorporated	900
Manly Air Pistol Club Inc	14,809
Manning Valley Rifle Club Inc	1,000
Marrickville Rifle Club Inc	1,500
Mendooran Gun Club Inc	14,827
Merriganowry Silhouette Pistol Club Inc	3,664
Milparinka Field and Game Association	10,122
Moree Gun Club Inc	2,959
Moree Pistol Club	3,296
Mudgee Civilian Rifle and Smallbore Club Incorporated	9,591
Mudgee Sporting Clays Inc	2,241
Muswellbrook Pistol Club	18,000
Narrabri Pistol Club Inc	7,490
Narromine Clay Target Club	1,365
New South Wales Field and Game Association - Cooma Branch	5,000
Newcastle District Hunting Club	750
Newcastle Small Bore and Air Rifle Club Inc	1,800
Northern Districts Pistol Club	1,000



2017/18 SAFE SHOOTING GRANT

Organisation
Nowra Rifle Club Inc
NSW Outdoor Sporting and Recreation Club Inc
Oberon Pistol Club Inc
Orana Pistol Club Incorporated
Oxley Pistol Club
Parkes Gun Club Inc
Parkes Sporting Shooters Association of Australia
Port Macquarie Clay Target Club Inc
Port Macquarie Pistol Club Inc
Rangers Hunting and Shooting Club Inc
Roseville Rifle Club No.103 Inc
Scotts Head Pistol and Muzzle Loading Club Inc
Shoalhaven Pistol Club
Shooters Union NSW Inc
Singleton Clay Target Club Inc
SSAA (NSW) - Hay Branch Inc
SSAA (NSW) Glen Innes Branch Inc
SSAA (NSW) Griffith Branch Inc
SSAA Illawarra
SSAA Mudgee and District Branch Inc
SSAA Newcastle Branch
SSAA NSW (Inc) Wagga Wagga Branch
SSAA Tenterfield Branch Inc
Swan Hill Murray Downs Field and Game
Sydney High School Rifle Club Incorporated
Sydney Pistol Club Limited
Tamworth and Peel Valley Rifle Club Inc
Tamworth Pistol Club Inc

Amount (\$)
5,000
1,700
4,453
987
19,000
9,091
8,000
5,782
800
7,833
2,817
3,540
6,243
6,087
4,000
11,560
1,950
3,487
1,580
20,000
2,471
1,500
2,809
17,000
2,804
2,557
1,566
15,000
1,566

2017/18 SAFE SHOOTING GRANT

Amount (\$)
3,000
4,000
3,000
18,000
17,000
7,378
1,016
3,655
5,460
2,605
2,500
2,770
7,561
11,000



Organisation
AFL (NSW/ACT) Commission Ltd
Amputee Golf Australia (NSW)
Archery Society of NSW
Athletics NSW
Australian Commonwealth Games Committee NSW Branch
Australian Electric Wheelchair Hockey (NSW) Inc
NSW Council of the Australian Parachute Federation
Australian Paralympic Committee
Australian Underwater Federation Inc
Baseball NSW
Billiards and Snooker Assoc of NSW Inc
Blind Cricket NSW
Blind Sporting Association of NSW
BMX NSW Inc
Boccia NSW Inc
Boxing Australia (NSW) Incorporated
Cerebral Palsy Sporting and Recreation Assoc. of NSW
Confederation of Australian Motor Sport
Cricket New South Wales
Croquet NSW Inc
Cycling NSW
Dancesport NSW
Deaf Sports Australia
Disabled Wintersport Australia
Diving NSW
Dragon Boats NSW Inc

Equestrian Federation of Australia (NSW Branch)

Field Archery Australia (NSW Branch)

Amount (\$)
60,000
10,000
5,000
35,000
20,000
10,000
10,000
30,000
10,000
55,000
5,000
10,000
10,000
15,000
10,000
10,000
10,000
25,000
60,000
15,000
55,000
10,000
10,000
20,000
20,000
15,000
48,500
5,000



2017/18 SPORT DEVELOPMENT PROGRAM

Organisation	Amount (\$)
Football NSW Limited	30,000
Golf NSW Limited	60,000
Hockey New South Wales Limited	55,000
Ice Racing NSW Inc	5,000
Indoor Sports NSW	30,000
Judo Federation of Australia (NSW) Inc	15,000
Karting NSW Inc	15,000
Kung Fu Wushu NSW Inc	5,000
Little Athletics Association of NSW	35,000
Masters Swimming NSW	20,000
Motorcycling NSW Limited	55,000
Nasr (NSW and Act) Inc	15,000
Northern NSW Football	30,000
NSW Amateur Pistol Association	30,000
NSW Badminton Association	15,000
Basketball New South Wales	55,000
NSW Bocce Federation	5,000
NSW Clay Target Association Inc	15,000
NSW Darts Council	10,000
NSW Endurance Riders Assoc Inc	6,500
NSW Fencing Association	10,000
NSW Flying Disc Association	10,000
NSW Gliding Association	10,000
NSW Goalball Association	10,000
NSW Gymnastics Assoc Inc	55,000
NSW Handball Association	5,000
NSW Hanggliding and Paragliding Assoc Inc	10,000



2017/18 SPORT DEVELOPMENT PROGRAM

Organisation
NSW Ice Hockey Assoc
NSW Ice Skating
NSW Karate Federation Inc
NSW Lacrosse Inc
NSW Netball Association
NSW Olympic Council
NSW Polo Association
NSW Powerchair Football Assoc
NSW Rifle Association
NSW Rugby League
NSW Rugby Union Ltd
NSW Snowsports
NSW Squash Limited
NSW Tenpin Bowling Association
NSW Touch Association
NSW Water Polo Inc
NSW Water Ski Federation
NSW Weightlifting Assoc Ltd
NSW Womens Bowling Assoc Inc
NSW Wrestling Association Inc
Orienteering Association NSW
Paddle NSW Incorporated
Polocrosse Association of NSW
Riding For The Disabled Association (NSW)
Rowing New South Wales Incorporated
Royal NSW Bowling Assoc
Sailability NSW

Sailing For Everyone Foundation

Amount (\$)
20,000
10,000
5,000
5,000
60,000
45,000
10,000
5,000
15,000
60,000
60,000
30,000
55,000
10,000
55,000
55,000
30,000
20,000
30,000
15,000
20,000
20,000
10,000
20,000
55,000
30,000
20,000
10,000

2017/18 SPORT DEVELOPMENT PROGRAM

Organisation	Amount (\$)
Schizophrenia Fellowship of NSW Inc	10,000
Skate NSW Inc	15,000
Softball NSW Incorporated	55,000
Special Olympics Australia - NSW Branch	20,000
Sports 4 All	10,000
State Volleyball NSW Inc	15,000
Surfing NSW Inc	55,000
Swimming NSW Ltd	40,000
Table Tennis NSW Inc	20,000
Tennis NSW	60,000
The Pony Club Association of NSW Inc	55,000
Transplant Australia Limited	10,000
Triathlon New South Wales	30,000
Wheelchair Rugby League Australia Inc.	5,000
Wheelchair Sports NSW	20,000
Yachting Association of NSW	55,000

2017/18 REGIONAL ACADEMIES OF SPORT Organisation Academies of Sport Incorporated

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

REGIONAL SPORTS INFRASTRUCTURE FUND 2017/	18
Organisation	Amount (\$)
Lismore City Council	4,950,000

08 APPENDIX N



STRATEGIC PLANNING AND GOVERNANCE PROGRAM 2017/18	
Organisation	Amount (\$)
Deaf Sports Australia	5,000
Little Athletics Association of NSW Inc	20,000
Necksafe Limited (Headsafe)	50,000
NSW Gymnastics	50,000
Outdoors NSW	83,000
Softball NSW	10,000
Sport NSW	100,000
Venues NSW	192,000

PERFORMANCE FUNDING PROGRAMS 2017/18 Organisation Sports House NSW Institute of Sport

SECTOR PER	FORMANCE PROGRAM	
Organisation		
Combat Sports		

COMMUNITY FACILITY PROGRAM

Organisation

Central Coast Council

SAFE SHOOTING INFRASTRUCTURE

Organisation

Peninsular Firearm Academy

St Ives Pistol Club

Association of Illawarra Shooting Clubs

FACILITY FUND Organisation Northern Inland Centre of Excellence Mt Panorama

WIN Stadium

OFFICE OF SPORT ANNUAL REPORT 2017/18

OFFICE OF SPORT ANNUAL REPORT 2017/18

Amount (\$)

75,000

Amount (\$)
1,200,000
16,689,000

Amount (\$)	
1,142,000	

Amount (\$)	
50,000	

Amount (\$)	
2,562,000	
364,000	
150,000	

Amount (\$)
500,000
2,500,000
500,000



OFFICE OF SPORT

Head office

Phone: 13 13 02 from Monday to Friday, 9am to 5pm (with the exception of public holidays)
Address: Level 3, 6B Figtree Drive, Sydney Olympic Park NSW 2127
Postal address: Locked Bag 1422, Silverwater NSW 2128