

# 2015 ANNUAL REPORT





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[www.hunterstadium.com](http://www.hunterstadium.com)



## NEWCASTLE ENTERTAINMENT CENTRE AND SHOWGROUND

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Broadmeadow NSW 2292  
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[www.nec.net.au](http://www.nec.net.au)



## PIRTEK STADIUM (FORMERLY PARRAMATTA STADIUM)

O'Connell Street  
Parramatta NSW 2150  
PO Box 2474, North Parramatta NSW 1750  
Tel + 61 2 9683 5755  
Fax + 61 2 9890 3345

[www.pirtekstadium.com](http://www.pirtekstadium.com)



## WIN SPORTS AND ENTERTAINMENT CENTRES

Corner Crown & Harbour Streets  
Wollongong NSW 2500  
PO Box 3100, Wollongong NSW 2520  
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The Hon Stuart Ayres MP

Minister for Trade, Tourism and Major Events

Minister for Sport

GPO Box 5341

SYDNEY NSW 2001

Dear Minister

**Venues NSW 2014–2015 Annual Report**

Venues NSW is pleased to submit its 2014–15 Annual Report for your information and presentation to Parliament.

The report has been produced in accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance and Audit Act 1983* and the Regulations under those Acts.

Yours sincerely



**John Quayle**

Chair

Venues NSW



**Janett Milligan**

Executive Director

Venues NSW











## CHAIR'S REPORT

At the end of our third full year of operations it is clear that the consolidated Venues NSW business model has delivered a range of operational and financial improvements, particularly from cost synergies and revenue improvements from the centralisation of key supply agreements.

While the venues continue to deliver access, participation and broader community economic benefits to their respective regions, Venues NSW is focussed on addressing the long-term financial sustainability of these important regional assets.

Venues NSW is pleased to have continued our strong relationships with our major sports partners at each of our venues. It has however been a year not without its challenges both on and off the field, with regular season attendances and associated revenues generally falling, in line with team performances as expected. Despite these challenges, the venues sustained overall attendance levels of just over 1.4 million during the period thanks to a variety of sporting, concerts, exhibitions and other events.

It undoubtedly has been an impressive year for international football in our venues. Newcastle was a host city for the 2015 AFC Asian Cup with Hunter Stadium holding four matches including a sell-out semi-final featuring the Socceroos, broadcast to millions worldwide. In addition, Asian Cup tourism figures exceeded expectations with more than 25,000 visitors to the region. A win by the Socceroos in the semi-final against the United Arab Emirates sent Australia into the Asian Cup final where they took the title. This event placed Newcastle firmly on the international stage and highlighted the venue's ability to host events that have significant flow-on economic and social benefits to the community.

The Western Sydney Wanderers' success brought six Asian Champions League (ACL) matches to Pirtek Stadium including the first leg of the final in front of the season's biggest crowd. The benefit of staging marquee matches such as this at Pirtek Stadium is highlighted by the additional \$8 million injected into the local economy as a result of this match alone. The Wanderers went on to become the first Australian A-League club to win the ACL. This was a fantastic achievement by this young club which Venues NSW is proud to have been able to support during its early stages and looks forward to continuing the partnership.

Our entertainment centres continued to provide a variety of concerts, shows and exhibitions. Disney on Ice, the Wiggles and Walking with Dinosaurs proved popular with families and concerts featuring international acts such as Lorde, Nickelback, Kenny Rogers and Roxette were all well attended.

There has been significant investment in our venues to ensure they meet the required standards of national sports codes and the expectations of both current and future hirers.

In particular during the past year we have seen the playing surfaces at Hunter Stadium and Pirtek Stadium replaced along with the upgrade to players' facilities at Pirtek. The work at Pirtek Stadium was delivered as part of a staged upgrade in partnership with the Federal Government.

The State Infrastructure Strategy Update 2014 makes clear the State Government's commitment to invest in sports stadia. A reservation of \$600 million from the Rebuilding NSW initiative for the Sports Stadia Infrastructure Program was included. Venues NSW is progressively aligning its investment, and consulting with relevant stakeholders, to support the delivery of the Sports Stadia Infrastructure Program. Further, during the year Venues NSW has taken a leading role in advising on the implementation options for the Government's Stadia Strategy, particularly in Western Sydney. One of the options developed was a more ambitious expansion and redevelopment proposal for Pirtek Stadium. As I write this report, following the reporting period end, the NSW Government has just announced that a new 30,000 seat stadium will be built at Parramatta on the site of the existing Pirtek Stadium with construction expected to be completed in 2019.

Establishing activated precincts around our venues remains a priority and to this end Venues NSW is working with other government agencies to coordinate the approach particularly in the Parramatta and Hunter regions. The Parramatta North Urban Transformation Program features Pirtek Stadium at the centre of its Sport and Leisure Precinct. Consultation on the development and future use of the broader Hunter Stadium precinct has also been initiated with a view to developing a plan to articulate options for the delivery of a destination that is diverse, vibrant, sustainable and commercially viable for both government and the community.

I extend my thanks to our Minister for Sport, The Hon Stuart Ayres MP, for his ongoing support and commitment to improving the venues landscape in NSW.

I would like to take this opportunity to acknowledge my fellow Board members and our Local Venues Councils for their ongoing contribution and commitment to Venues NSW. I would also like to farewell Ms Jane Spring who resigned from the Board during the period and thank her for the valuable contribution she has made since the inception of Venues NSW.

John Quayle



## EXECUTIVE DIRECTOR'S REPORT

As Venues NSW is a government business that manages state-owned sporting and entertainment venues for the benefit of the people of NSW, we take an active approach to keeping the venues busy, vibrant, safe and attractive places. We focus on making sure we are meeting the expectations of our hirers and that our audiences have a great experience, whether they are sports fans, concert-goers or guests at corporate or community functions.

Like all good venue and event managers, our front of house is very important to us. However, to achieve our objectives Venues NSW also works tirelessly on its back of house systems and practices. And as a small organisation this means making sure we partner with other organisations who share our vision. Venues NSW has partnerships with a range of sponsors and suppliers that underpin our business and our service delivery.

In Wollongong, WIN Corporation has been a long-term supporter of the venues through their naming rights investment at both WIN Entertainment Centre and WIN Stadium. Our relationship with Pirtek Fluid Systems as the naming rights sponsor of Pirtek Stadium at Parramatta is a more recent collaboration but already delivering benefits for both parties as the venue experienced its busiest year to date with attendances of over 340,000 at 33 national and international events.

The customer experience at our venues depends in part on our relationship with service providers such as our catering partners. The Gema Group was reappointed as our in-house caterer at Pirtek Stadium following an open tender process this year. Gema also provides food and beverage services at Hunter Stadium and during January Venues NSW and Gema joined with the Local Organising Committee for the AFC Asian Cup to meet the needs of the 58,000 people who attended the four Asian Cup tournament matches in Newcastle.

Our relationship with Ticketmaster entered its second year and was again marked by efforts by both partners to enhance the customer experience at our venues. Improvements included the introduction of mobile ticketing and the installation of additional turnstiles.

The Newcastle Entertainment Centre and Showground is managed for Venues NSW by AEG Ogden and this year the arrangement was extended, as provided for under the terms of the current agreement. This confirms a long term relationship that brings experienced venue management and the best entertainment offerings to the Region.

Venues NSW values its partnerships and expresses its thanks and ongoing commitment to its sponsors and suppliers. Anchor tenants are key to the Venues NSW business and we are fortunate to have long-standing relationships with sporting teams in Newcastle, Parramatta and Wollongong.

Although the events at our venues are largely national and international sporting contests and entertainment acts, we remain focussed locally. We know our venues are vital contributors to their communities not only through the provision of events and the associated flow-on effects to local employment, business and the visitor economy, but also through access to land and facilities for community sport use.

I would like to thank our venue staff under the guidance of the General Managers for their hard work and ongoing commitment to delivering excellent service and making our venues great places to experience sports, entertainment and community events. I would also like to extend my thanks to the small and dedicated team working in the central office including our newly appointed Chief Operating Officer, Chris Allen.

To the Chair, John Quayle and members of the Board, I thank you for your valuable insight, support and ongoing contribution to Venues NSW.

Janett Milligan



# HIGHLIGHTS

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PIRTEK STADIUM REPORTED A RECORD YEAR OF 33 MAJOR EVENTS ACROSS THE THREE MAJOR FOOTBALL CODES OF NATIONAL RUGBY LEAGUE, RUGBY UNION AND A-LEAGUE FOOTBALL ATTRACTING OVER 340,000 PEOPLE.



Photo: Lynley Reid

WIN ENTERTAINMENT CENTRE PRESENTED SOUTHERN STARS INVOLVING 3,000 STUDENTS AND TEACHERS SHOWCASING THE BEST IN PERFORMING ARTS FROM ILLAWARRA STATE SCHOOLS TO CROWDS OF OVER 10,000 PEOPLE.



PIRTEK STADIUM FEATURED THE WESTERN SYDNEY WANDERERS IN THEIR ASIAN CHAMPIONS LEAGUE FINALS MATCH AGAINST AL-HILAL WITH THE WANDERERS CONTINUING ON TO WIN THE TOURNAMENT.

Photo: Joosep Martinson

HUNTER STADIUM WAS ON THE INTERNATIONAL STAGE WHEN IT HOSTED 4 MATCHES IN THE 2015 AFC ASIAN CUP INCLUDING THE SOCCEROOS WINNING SEMI-FINAL AGAINST UNITED ARAB EMIRATES. THE MATCHES ATTRACTED OVER 58,000 FANS.



Photo: Rapturous Media

THE EXPLOSIVE ACTION OF NITRO CIRCUS RETURNED TO HUNTER STADIUM AND WIN STADIUM LIGHTING UP THE VENUES WITH EXTREME TRICKS AND STUNTS FOR OVER 23,000 FANS.

OVER 1.4 MILLION PEOPLE ATTENDED SPORTING, RECREATIONAL, CULTURAL & OTHER EVENTS AT OUR VENUES



## WHO WE ARE

VENUES NSW MANAGES GOVERNMENT-OWNED LAND AND SPORTING AND ENTERTAINMENT INFRASTRUCTURE EFFECTIVELY AND EFFICIENTLY FOR THE BENEFIT OF THE PEOPLE OF NSW. THE ASSETS UNDER MANAGEMENT ARE VALUED AT OVER \$297 MILLION AND ARE LOCATED IN SYDNEY, NEWCASTLE AND WOLLONGONG.

## OUR VENUES

### NEWCASTLE ENTERTAINMENT CENTRE AND SHOWGROUND



The Newcastle Entertainment Centre is a multi-purpose arena located in the Newcastle Showgrounds.



Opened in June 1992, the Newcastle Entertainment Centre and Showgrounds are currently managed by AEG Ogden on behalf of Venues NSW. As part of the AEG Ogden Arena Network, the centre collaborates with other venues including Allphones Arena, Brisbane Entertainment Centre and Perth Arena in researching and attracting touring events.

The centre plays host to concerts featuring local, national and international acts and provides flexible configurations to various other

events including sporting events, exhibitions, conferences and functions.

Newcastle Showground features a show ring with seating for 3,000 people. It is the home of the annual Newcastle Agricultural Show, the Newcastle City Farmers' Market and is also used for a range of exhibitions, sales and shows.

### HUNTER STADIUM



Hunter Stadium is a multi-purpose outdoor stadium located in Newcastle with a capacity of 33,000.



The stadium was built in 1970 and originally known as the International Sports Centre. The Eastern grandstand was developed in 2005 and the Western grandstand was redeveloped in 2011. The rectangular field can accommodate international standard rugby league, rugby union and football. The stadium also has a function centre that can accommodate social and business events, from small events to groups of up to 700 people.

Hunter Stadium has been the long-term home to the region's two flagship sporting franchises, the Newcastle Knights (NRL) and the Newcastle Jets (A-League).

The sporting precinct at Hunter includes other sporting assets such as the Newcastle International Hockey Centre and the Newcastle International Paceway.

### PIRTEK STADIUM



Pirtek Stadium is a multi-purpose outdoor stadium located in Parramatta with a capacity of 20,700.



The site was previously known as the Cumberland Oval and has been Parramatta's major outdoor sports and recreation venue since 1847. The site was redeveloped and opened as the Parramatta Stadium in March 1986. A naming rights partnership was signed with Pirtek Fluid Solutions in October 2013 with the venue now known as Pirtek Stadium.

The stadium hosts a variety of sporting, entertainment, corporate, cultural and community events. The stadium surface is

ideal for the high performance rectangular sporting codes of rugby league, rugby union and football.

The venue has a corporate function facility and parking for over 360 cars which operates as a commercial car park during non-event days.

Pirtek Stadium is the home ground of the Parramatta Eels (NRL) and the Western Sydney Wanderers (A-League).

### WIN SPORTS & ENTERTAINMENT CENTRES



The WIN Sports and Entertainment Centres (WSEC) includes WIN Stadium and the WIN Entertainment Centre (WEC) in Wollongong.



WIN Stadium has a capacity of 23,000 and the field can accommodate international standard rugby league, rugby union and football.

The stadium currently has three grandstands: the Northern (opened in 2002), a Southern (opened in 1992) and a new Western grandstand (opened in 2012). The eastern hill provides uncovered grass seating areas with a capacity of 7,000. The Stadium also has a function centre that can accommodate social and business events for up to 1,200 people.

WIN Stadium is one of the home venues of the

St George-Illawarra Dragons who play in the National Rugby League (NRL). Other regular users of the stadium include the Wollongong Wolves (Football) and Illawarra Steelers (NRL).

The WEC is a multi-purpose arena. The main auditorium has a maximum capacity of 6,000 with flexible configurations that can host various events, including concerts, dinners, seminars, conferences, school formals and exhibitions.

The WEC is the 'home-court' for the Illawarra Hawks National Basketball League (NBL) team.

## CORPORATE GOVERNANCE

Venues NSW was established on 2 March 2012, following amendments to the *Sporting Venues Authorities Act 2008* ('the Act'), to consolidate the responsibilities and operations of three previously separate statutory authorities. Section 21 of the Act outlines the principal functions of Venues NSW, including maintenance of land, managing and establishing facilities for sporting, recreational or community activities and the provision of commercial and retail activities and facilities.

Venues NSW seeks to strike a balance between commercial, community and service delivery objectives without compromising the need for commercial returns.

Venues NSW is governed by a Board, which receives advice on the needs of the communities it serves from three Local Venues Councils. The chair of each Local Venues Council also sits on the Board of Venues NSW.



L - R: Glenn Turner, Vicki Tiegs, Craig Gallagher, Jane Spring, John Quayle, Janett Milligan

## OBJECTIVES

Venues NSW is guided by four business objectives.

### UTILISATION

To maximise utilisation of the assets

### SUSTAINABILITY

To improve financial performance

### COMMUNITY

To deliver excellent services

### OPERATIONAL

To maintain and operate the assets well and to be a cohesive and collaborative organisation

In delivering on its objectives, Venues NSW contributes to five key goals contained in the NSW Government's ten year plan *NSW 2021: A plan to make NSW number one*.

## THESE GOALS ARE

### GOAL 3

To drive economic growth in regional NSW;

### GOAL 19

To invest in critical infrastructure;

### GOAL 24

To make it easier for people to be involved in their communities;

### GOAL 27

To enhance cultural, creative, sporting and recreational opportunities;

### GOAL 32

To involve the community in decision making on government policy, services and projects.

## THE MEMBERS OF THE VENUES NSW BOARD DURING THE PERIOD WERE:

### JOHN QUAYLE

APPOINTED 2 MARCH 2012 | CHAIR, VENUES NSW BOARD

John is an experienced sports administrator with an extensive background in the club industry, sports and venue management. He was Chief Executive of the Australian and NSW Rugby League and General Manager of Venues and Precincts for the Sydney Olympic Games. He was a founding member of MI Associates and was a consultant for the 2004 Athens Olympics, 2006 Asian Games and 2007 Pan American Games.

### JOHN DORAHY

APPOINTED 2 MARCH 2012

John is Director of Business Development, Australia & New Zealand for an international company in the payment solutions industry. John studied accounting and business management and holds qualifications as a Company Director. He is a former international rugby league player, coach and manager. John is an elected Councillor on Wollongong City Council sitting on the Corporate Governance committee since 2011. John is also a Board Member on several not for profit organisations.

### CRAIG GALLAGHER

APPOINTED 2 MARCH 2012 | CHAIR, WESTERN SYDNEY LOCAL VENUES COUNCIL

Craig is the former Chair of the Parramatta Stadium Trust. He was also a trustee of the State Sports Centre for 15 years. Craig served on both trusts as Chair of the finance and audit committee for many years. Craig is a consultant at Hunt & Hunt Lawyers North Ryde and practices in the property, estate planning, commercial law and commercial litigation areas and has acted for many clients within the Parramatta Local Council area for a period of almost 33 years. Craig is a long serving member of Epping Rotary and a Director of Bendigo Community Bank North Epping. He is also a Director of the Centre for Disability Studies at the University of Sydney.

### JANETT MILLIGAN

APPOINTED 2 MARCH 2012

Janett has held senior executive positions in the NSW public sector for nearly 20 years both in specialist social policy areas and in large-scale operational roles in human services and sport, recreation and culture. She has a Bachelor of Social Science (Hons), a Master of Business Administration and holds qualifications as a Company Director. Janett is the Executive Director of Venues NSW and is a member of the Western Sydney Parklands Trust Board.

### JANE SPRING

APPOINTED 2 MARCH 2012

Jane is an experienced sports administrator with a Bachelor of Economics (Hons), a Bachelor of Law, a Masters in Public Administration and both Company Director (FAICD) and Company Secretarial Qualifications (FGIA, FCIS). Jane is a Member of the Western Sydney Local Health District Board, a former Fellow of Senate at Sydney University and former Member of the Wheelchair Sports Australia Board. She is also an Australian Sports Medal winner following her significant contribution working at the Sydney Organising Committee for the Olympic Games. In 2013 Jane was appointed National Fellow of the Institute of Public Administration Australia.

### VICKI TIEGS

APPOINTED 2 MARCH 2012 | CHAIR, ILLAWARRA LOCAL VENUES COUNCIL

Vicki was a member of the former Illawarra Venues Authority and Wollongong Sportsground Trust. She has held a number of positions in sport and tourism including being a Director and Life Member of Tourism Wollongong and Director of the Illawarra Academy of Sport. Vicki has also worked closely with a number of charities including the National Breast Cancer Foundation, Legacy, Farmhand and the Australian Red Cross. She is currently a partner in Waples Marketing Group, Bluejuice Events and the Grants and Funding Institute and is a former media executive with a background in marketing.

### GLENN TURNER

APPOINTED 2 MARCH 2012 | CHAIR, HUNTER LOCAL VENUES COUNCIL

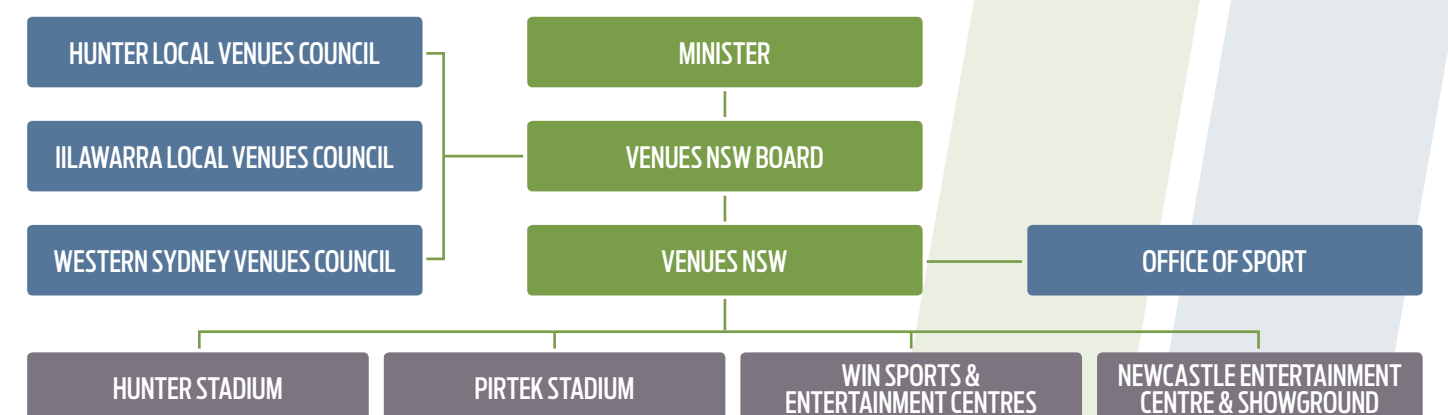
Glenn was the Chair of the former Hunter Region Sporting Venues Authority. He has experience as Chair and CEO in many industries including as Chair of Hunter Water and the Hunter Medical Research Institute Foundation. Glenn had a thirty-year career at senior executive level in the mining services, manufacturing, engineering and contracting sectors in Australia, as well as in the USA, China, South America, South Africa and India. He occupies non-executive roles in public and private companies in a variety of industries and the services sector.

## BOARD MEETING ATTENDANCE

There were 8 board meetings held during the period

### MEMBER (BOARD MEETINGS ATTENDED)

JOHN QUAYLE (8)	JOHN DORAHY (5)	CRAIG GALLAGHER (6)	JANE SPRING (5)
VICKI TIEGS (7)	GLENN TURNER (8)	JANETT MILLIGAN (8)	





# PERFORMANCE







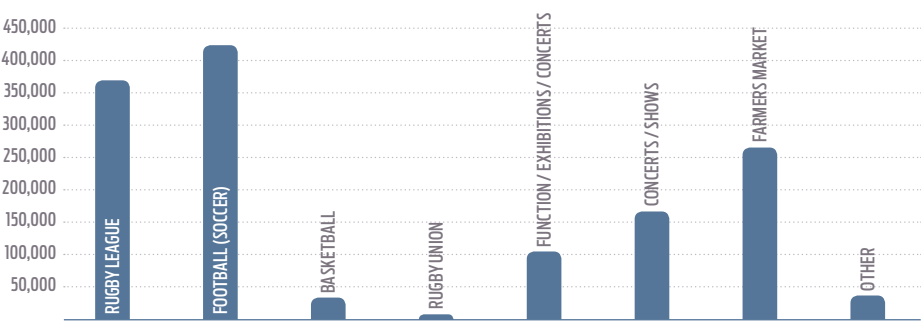
A TOTAL OF 27 NRL MATCHES TO CROWDS OF OVER 348,000 PEOPLE WERE STAGED AT OUR VENUES DURING THE PERIOD.

UTILISATION  
MAXIMISE THE UTILISATION OF THE ASSETS

EVENTS

Attendances remained steady this year with more than 1.4 million people attending events at our sporting and entertainment venues. The table below provides an overview of the events at our venues:

EVENT ATTENDANCE



EVENT HIGHLIGHTS BY REGION

HUNTER			ATTENDANCE
HUNTER STADIUM	» Newcastle Knights (15 events)	» Nitro Circus	420,245
	» Newcastle Jets (13 events)	» World's Biggest Car Boot Sale	
	» AFC Asian Cup (4 events)	» Auditions for X Factor	
	» PBR Bull Riding	» Monster Trucks	430,439
	» Newcastle Home Show	» Roller Derby	
NEWCASTLE ENTERTAINMENT CENTRE	» Stiches & Craft Show	» Nickelback	
	» Food & Wine Show	» Lorde	
	» Health & Harmony Expo	» Hilltop Hoods	
	» Caravan, Camping and Holiday Expo	» Kenny Rogers	
	» Antique Fair	» Suzy Quatro	
	» Wink & Ink Show	» Billy Connolly	
	» Network 21	» Third Day	
	» Illawarra Hawks (14 events)	» The Wiggles	214,770
	» Legally Blonde	» Disney Live	
WIN ENTERTAINMENT CENTRE	» Southern Stars	» Guy Sebastian	
	» The White Album Concert	» Suzi Quatro	
	» Wakakirri	» Billy Connolly	
	» Froth & Bubbles Beer & Cider Festival	» Roxette	
	» Judo Oceania Championships	» The Searchers	
	» KidzWish Concert & Charity Ball	» Billy Idol & Cheap Trick	
	» St George/ Illawarra Dragons (3 events)	» Sydney FC v Newcastle Jets – A-League	344,212
	» South Coast Wolves (11 events)	» Iraq v Iran Football	
WIN STADIUM	» Nitro Circus	» Illawarra Cutters (7 events)	
	» Sydney FC Trial	» Illawarra Steelers ( 6 events)	
PARRAMATTA			
PIRTEK STADIUM	» Parramatta Eels (9 events)	» Greater Western Rams (4 events)	344,212
	» Western Sydney Wanderers A-League (13 events)	» International Friendly Football: Saudi Arabia v South Korea	
	» Western Sydney Wanderers Asian Champions League (6 events)	» Community Fan Days & Sport Clinics	
		» Functions & Conferences	

KEY TENANTS

Hunter Stadium is home to two anchor tenants, the Newcastle Knights National Rugby League Club and the Newcastle Jets A-League Football Club. During 2014-15 Hunter Stadium staged 28 national competition matches for its anchor tenants.

Pirtek Stadium reported a record year of 33 major events across the three major football codes of Rugby League, Football and Rugby Union attracting over 340,000 people. Pirtek Stadium is the home ground of the Parramatta Eels National Rugby League Club and the Western Sydney Wanderers Football Club. The Western Sydney Rams Rugby franchise have also become an important development project for venue content playing all of their allocated Australian Rugby Championship home games out of Pirtek Stadium in 2014.

WIN Stadium hosted three home matches for the St George Illawarra Dragons National Rugby League Club. In addition, the South Coast Wolves played all their NSW Premier League home matches at WIN Stadium during the period.

WIN Entertainment Centre is home to the Illawarra Hawks NBL Club who played their 14 home games at the Centre during the period.

INTERNATIONAL SPORT

With international standard facilities, Venues NSW aims to deliver high quality international sporting events to the regions in which we operate.

The Western Sydney Wanderers' success brought six Asian Champions League (ACL) matches to Pirtek Stadium and the Wanderers became the first Australian A-League club to win the ACL. The Wanderers progressed with knockout wins against Guangzhou Evergrande, FC Seoul and Al Hilal. The first leg of the final, against Saudi Arabian Club, Al Hilal, was played at Pirtek Stadium in front of the season's biggest crowd. A Parramatta City Council Economic Impact study highlighted the benefit of staging marquee games at Pirtek Stadium with a reported additional \$8 million dollars injected into the economy as a result of staging the ACL Final.

WIN Stadium played host to the Australian Kangaroos who took on Samoa in a Test Match as part of the Four Nations Championships. This was the first ever Rugby League Test Match to take place at WIN Stadium. The event also featured the Australian women's national team, the Jillaroos, playing the New Zealand Kiwi Ferns.

Our venues were pleased to be involved in one of 2015's biggest international sporting events, the AFC Asian Cup. Newcastle was one of the host cities for the Asian Cup with Hunter Stadium holding four matches. A sell-out semi-final featuring the Socceroos' win over United Arab Emirates (UAE) was a highlight which attracted a television viewership in Australia of almost one million. The semi-final win in Newcastle paved the way for Australia's win in the tournament.

Crowds of over 58,000 enjoyed the international football on offer in Newcastle. Asian Cup tourism figures exceeded expectations with more than 25,000 visitors to the region while millions tuned into the television broadcast making it the most watched Asian Cup ever.

Pirtek Stadium and WIN Stadium were involved in hosting warm up matches in preparation for the Asian Cup. Saudi Arabia and South Korea played an international friendly in January at Pirtek Stadium. The game was well attended and was shown live on television in prime time across South Korea and into Asia. Iraq made Wollongong their home for a week in January for pre-Asian Cup training and then played a friendly against Iran at WIN Stadium to a crowd of enthusiastic supporters from both nations.

The Young Socceroos hosted Brazil's under 20 National Team in an international friendly at WIN Stadium as part of the build up to the FIFA U20 World Cup.

OTHER SPORT

The Oceania Judo Championships were hosted at the WIN Entertainment Centre. These Championships were an Olympic Qualifying tournament featuring Judo competitors from around the world as they prepared for the Rio Olympics.

For the fourth year, the Australian Judo Championships were held at the WIN Entertainment Centre with 800 athletes from around Australia competing.

Over 10,000 people came to support the very best Cross-Fit athletes as they competed at the WIN Entertainment Centre. More than 800 athletes from the Pacific Region stayed in Wollongong for the week and the city impressed them with its willingness to be 'Cross-Fit ready'.

WIN Stadium once again hosted the Illawarra Finals in rectangular games codes (Rugby League, Rugby Union and Football). Other games hosted included the Steelers Junior Grades Rugby League matches and the Cutters' NSW Rugby League Cup games.

The extreme sports action of Nitro Circus came to town with events held at both WIN Stadium and Hunter Stadium. Nitro Circus showcases action motorcycle sports led by Travis Pastrana, featuring a 10-foot platform jump with dirt bikes, FMX, BMX, skate and performing stunts entertainment.

Roller Derby featuring local and international teams battled it out at the Newcastle Entertainment Centre in the Bont Invitational tournament. The centre also hosted three rounds of the local Newcastle Roller Derby League.

Professional Bull Riding also came to town with bull riders battling it out inside the Newcastle Entertainment Centre in the Brendon Clark Invitational.

CONCERTS & PERFORMING ARTS

Our arenas continue to deliver a diverse program of concerts and events in both Newcastle and Wollongong.

The concert highlights included both international and Australian artists such as Lorde, Hilltop Hoods, Kenny Rogers, Suzi Quatro, Nickelback, Guy Sebastian and Roxette. Disney on Ice and Disney Live shows continued their popularity along with perennial favourites, the Wiggles, playing at both venues.

The Southern Stars has become a popular event in the WIN Entertainment Centre calendar and once again this Illawarra Schools Spectacular event didn't disappoint. Featuring 3,000 students and teachers presenting the best in performing arts from Illawarra state schools to audiences of over 10,000 in four performances.

Similarly in Newcastle the Star Struck event played to crowds of over 13,500. Star Struck showcases creative and performing arts throughout the Hunter and Central Coast regions by producing a high quality professionally staged regional event with a cast of over 3,500 public school students.

CONFERENCES, EXHIBITIONS & OTHER EVENTS

The conference, exhibition and function market plays an important role in making sure our venues are well used.

The WIN Entertainment Centre hosted the first Froth & Bubbles boutique beer and cider festival while Hunter Stadium hosted a Bridal Exhibition and an Eco Showcase.

The Newcastle Entertainment Centre & Showground continued with its successful program of exhibitions including Health Harmony Soul, the Newcastle Food and Wine Expo, Antique Fair, Stitches and Craft Show, the Wink and Ink Show and the Caravan Camping and Holiday Expo. The Annual Helicopter Ball held at the Newcastle Entertainment Centre continues to be a highlight of the event calendar raising much needed funds for the Westpac Rescue Helicopter Service.

The Newcastle Regional Show attracted over 32,000 people to their 3 day event this year. Featuring all the traditions of the Show, with competitions and displays including horses, cattle, other animals, poultry, produce, cookery, arts and crafts and incorporating speciality amusements and a large variety of showbags. The Show this year successfully introduced special features including a Food and Wine Expo, Lego World, Auto Expo and the Beaut Ute Competition.

A thriving Newcastle Farmers' Markets was held regularly at the Newcastle Showground with several markets also taking place at Hunter Stadium. These very successful markets attracted record numbers of visitors with over 70 markets held during the period.

The South Pacific Indoor Monster Truck Finals were held at the Newcastle Entertainment Centre.





OVER 265,000 PEOPLE  
ATTENDED THE FARMERS'  
MARKETS HELD EACH WEEK AT  
THE NEWCASTLE ENTERTAINMENT  
CENTRE & SHOWGROUND.

SUSTAINABILITY  
SECURING THE ORGANISATION'S FINANCIAL FUTURE

Venues NSW is a Public Trading Enterprise and is subject to the NSW Government's Commercial Policy Framework. The framework ensures that government businesses operate with the disciplines and incentives typical of commercial practices.

For the year ended 30 June 2015, Venues NSW recorded a surplus of \$11.759 million which included depreciation of \$9.299 million, loss on disposal of assets of \$1.883 million, grants of \$1.108 million and an asset revaluation increment of \$20.878 million. After adjusting for these factors financial performance on day to day operations resulted in a surplus of \$0.955 million. This is a modest improvement on 2013-14 results and it maintains the solid results achieved since the \$0.78 million trading loss in 2012-13, the first full year of Venues NSW operations.

Total assets of \$321.219 million included \$297.311 million in property, plant and equipment. A \$9.981 million program of major and minor capital works was completed during the year.

Improving financial performance remains a key goal of the Venues NSW Board. Continuing focus has been aimed at maintaining and extending contracts with our anchor tenants and acquiring new content for our stadia and entertainment centres. This in turn, enhances the prospect of commercialising the venues through avenues such as naming rights, sponsorship, advertising and supply rights. Opportunities for realising the commercial potential of the land and infrastructure portfolio continue to be explored.

Venues NSW is not immune to the pressures of competing for discretionary consumer spending in a constantly evolving market. Consumers now have more options to choose how they wish to view their sport and entertainment with advances in broadcasting and technology enhancing experiences outside of the event venues. It is important for Venues NSW to ensure that its stadia and entertainment centres remain competitive through the provision of modern facilities and services to meet the expectations of hirers and patrons alike.

Attendances can be particularly affected by the on-field performance of the home teams and this was experienced in the 2014-15 period. However, attendances have remained steady at 1.4 million assisted by crowd numbers at the Asian Cup matches at Hunter Stadium.

On the expenditure side, while event costs generally move in line with event revenue, overhead costs have been increasingly scrutinised and action taken to reduce costs. Significantly, utility and water costs were reduced by \$0.166 million or 10% on 2013-14.

While progress has been made towards achieving the fundamental objective of long-term financial sustainability, Venues NSW continues to work towards this goal recognising that there are further opportunities.

CATERING

Catering operations are a key service to venue hirers and an important source of revenue for Venues NSW contributing \$4.074 million or 26% of event related revenue, an increase of \$0.16 million on the previous year. The majority of catering revenue is generated on event days, however each venue also has function facilities which host a wide variety of business, community and social functions.

Large scale conferences, exhibitions and dinners continue to be an important part of the business in our Newcastle and Wollongong venues.

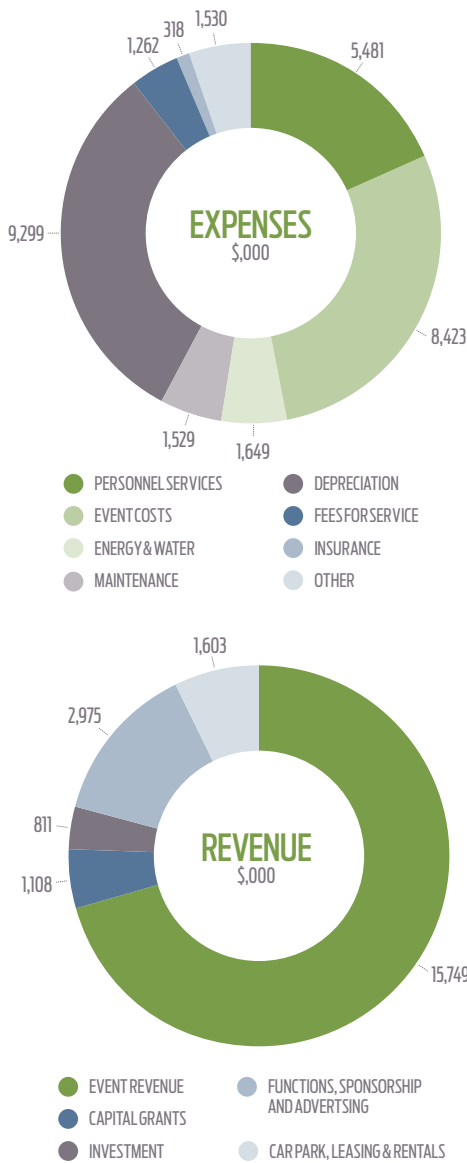
THE YOUNG SOCCEROOS HOSTED  
BRAZIL'S UNDER 20 NATIONAL  
TEAM IN AN INTERNATIONAL  
FRIENDLY AT WIN STADIUM.



COMMERCIAL LEASES AND LICENCES

The precincts owned and managed by Venues NSW are diverse and include property leased or licensed commercially for retail, hospitality, players' facilities, administration, car parking and other purposes. In 2014-15, 20 commercial leases or licences provided \$0.909 million in revenue, around the same proportion of total revenue as in the previous year.

While the majority of these leases are operated under commercial terms, there are a number that are non-commercial in nature due to Venues NSW community service obligations. These include leases to sporting bodies in the Hunter Stadium precinct.





## OPERATIONAL CARING FOR THE ASSETS AND WORKING AS ONE ORGANISATION

### CAPITAL WORKS PROGRAM

Capital Works valued at \$9.981 million were undertaken during the year with key projects being the Pirtek Stadium upgrade works and the returfing project at Hunter Stadium along with other minor works.

Pirtek Stadium with funding from the Commonwealth and Parramatta City Council, undertook essential works to meet standards and improve safety in the venue. Upgraded player facilities, a refurbished playing surface, the installation of new balustrades in the stands and a re-designed catering outlet in the Western Grandstand were all part of the works along with new administration offices. Securing the long-term future of Pirtek Stadium through a comprehensive redevelopment remains a priority. Options have been developed for consideration by Government.

At Hunter Stadium work commenced in September 2014 to upgrade the playing surface drainage and irrigation systems as well as lay new turf. The work was completed in November 2014 at a cost of \$1.8 million including a \$150,000 contribution from the AFC Asian Cup Local Organising Committee. The Asian Cup matches also resulted in other capital works improvements including improved pedestrian access and safety via upgrades to the walking route from Broadmeadow Station to Hunter Stadium funded by Newcastle City Council.

The WIN Sports and Entertainment Centres implemented an Electricity Reduction Capital Program that included the installation of Power Factor Correction, LED lighting and replacement of ageing electrical connections. This will have a significant effect on reducing power consumption and assisting with cost reduction and environmental sustainability. Other minor works included the replacement of fire indicator panels and installation of bollards on Harbour Street in Wollongong. Resealing works and restoration of the eastern façade of the WIN Entertainment Centre overlooking the ocean, was undertaken in 2014 to waterproof and improve aesthetics.

### ONE ORGANISATION

The introduction of the Chief Operating Officer role has assisted in integrating and improving operations across all our venues. Staff mobility across business units has been used effectively particularly during the Asian Cup period.

The benefits of consolidation continue to be experienced with new multi-year agreements reached via a tender process for the supply of beverages at our venues resulting in improved returns.

The development and implementation of a portfolio of 5 integrated websites for Venues NSW, Hunter Stadium, Pirtek Stadium, Newcastle Entertainment Centre and WIN Sports & Entertainment Centre was undertaken during the period incorporating individual venue requirements while maintaining a consistent look and retaining venue branding. These new sites have improved the web profile, capability and presence for Venues NSW across various viewing platforms and improved access to information for the general public. Digital marketing strategies were also rolled out in conjunction with the website redevelopment.

During the period Venues NSW moved from the Department of Education and Communities to the Department of Premier and Cabinet. The Office of Sport was established in July 2014 as an executive agency related to the Department of Premier and Cabinet. The Office of Sport is responsible for a broad range of services and facilities that support and enrich the lives of people and communities across NSW. Venues NSW along with the Sydney Olympic Park Authority, the NSW Institute of Sport and the Sydney Cricket and Sports Ground Trust became related agencies to the Office of Sport.

## COMMUNITY ENGAGING WITH THE COMMUNITY AND DELIVERING GREAT SERVICE

### LOCAL VENUES COUNCILS

An important part of the governance of Venues NSW is our connection with the places in which we operate.

Three Local Venues Councils provide advice to the Board on the needs of their local communities and feedback on Venues NSW plans and activities.

Each Local Venues Council Chair is a member of the Venues NSW Board. Throughout the year Local Venues Councils were active in Western Sydney, the Hunter and Illawarra regions.

The Local Venues Councils have provided an important and valuable avenue for local communities to continue to be represented and for advice to flow through to the Venues NSW Board on regional activities, priorities and needs. By way of examples of this work: the Illawarra LVC was instrumental in leading the stakeholder consultation and engagement around the WEC Upgrade proposal; the Hunter LVC has played and will continue to play an important role in relation to community representation in the Hunter Stadium Sports & Entertainment Precinct master planning process; and the Western Sydney LVC has provided valuable representation on the Pirtek Stadium Upgrade Project Control Group.

Details of Local Venues Council Members and meetings are provided in Appendix 15.



Photo: Rapturous Media



# FINANCIAL STATEMENTS

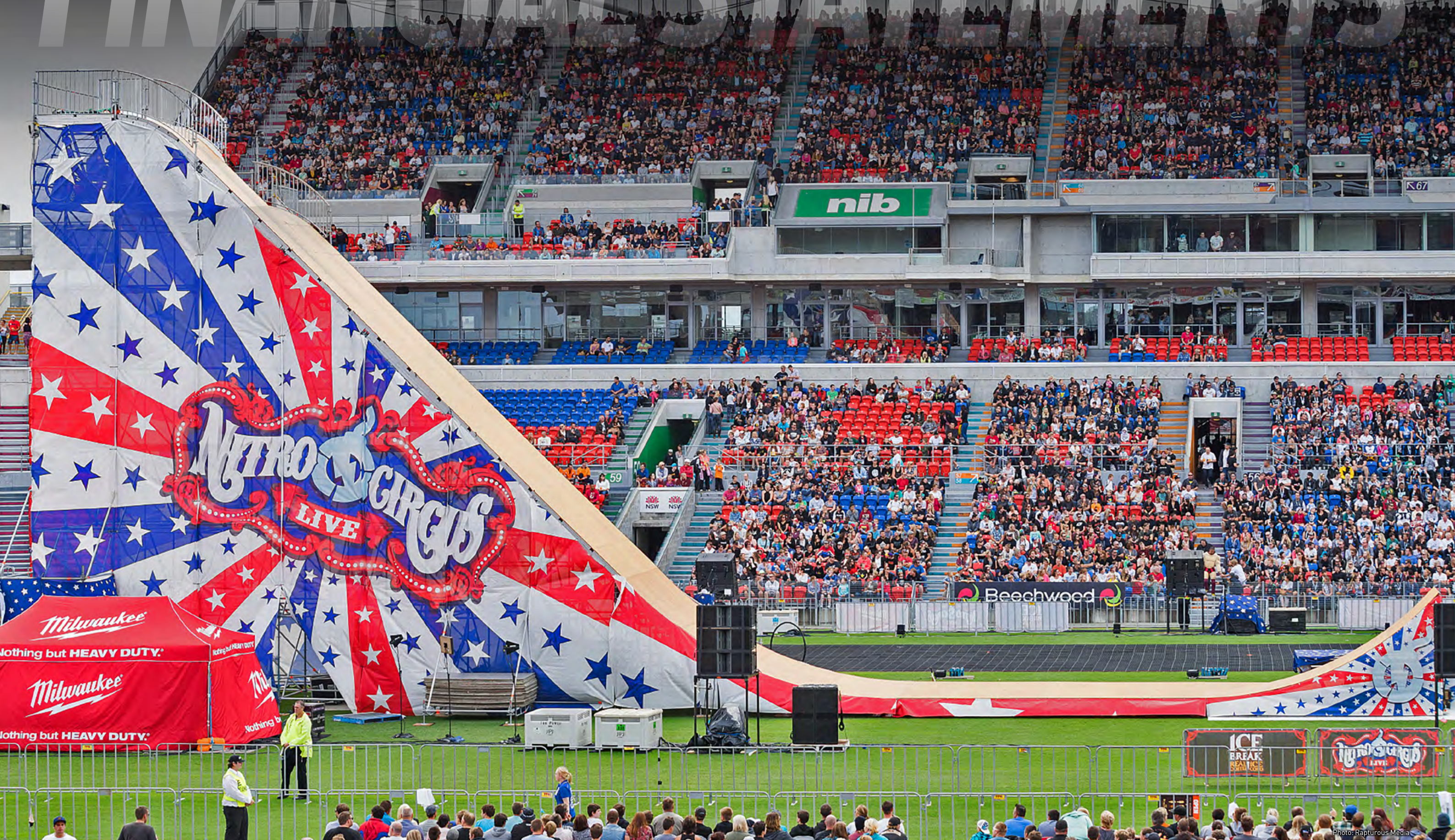


Photo: Rapturous Media



## INDEPENDENT AUDITOR'S REPORT



### INDEPENDENT AUDITOR'S REPORT

Venues NSW

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Venues NSW (the Authority), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, the statement of changes in equity, and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information of the Authority and the consolidated entity. The consolidated entity comprises the Authority and the entities it controlled at the year's end or from time to time during the financial year.

#### Opinion

In my opinion, the financial statements:

- › give a true and fair view of the financial position of the Authority and the consolidated entity as at 30 June 2015, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- › are in accordance with section 418 of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

#### The Board's Responsibility for the Financial Statements

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

#### Auditor's Responsibility

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

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

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

My opinion does not provide assurance:

- » about the future viability of the Authority or the consolidated entity
- » that they have carried out their activities effectively, efficiently and economically
- » about the effectiveness of the internal control
- » about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- » about any other information, that may have been hyperlinked to/from the financial statements.

#### Independence

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

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

S Bond

**Sally Bond**

Director, Financial Audit Services

21 September 2015

SYDNEY



## STATEMENT BY MEMBERS OF THE BOARD OF MANAGEMENT

FOR THE YEAR ENDED 30 JUNE 2015

- BEGINNING OF AUDITED FINANCIAL STATEMENTS -

### Venues NSW

#### Financial Statements

For the year ended 30 June 2015

#### Statement by Members of the Board of Management

Pursuant to section 41C(1B) of the Public Finance and Audit Act 1983, We declare on behalf of Venues NSW that:

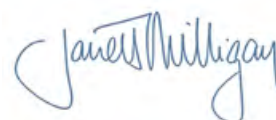
- (i) in our opinion the financial statements of the Authority for the year ended 30 June 2015 have been prepared in accordance with applicable Australian Accounting Standards (which includes Australian Accounting interpretations), the requirements of the *Public Finance and Audit Act 1983* and the *Public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



**Mr John Quayle**

Chairperson

Date: 16 September 2015



**Ms Janett Milligan**

Board Member

Date: 16 September 2015

## STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2015

	NOTES	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>Expenses excluding losses</b>					
Operating expenses					
Personnel services	2(a)	5,481	5,481	5,578	5,578
Event related costs	2(b)	8,423	8,423	7,062	7,062
Other operating expenses	2(c)	6,279	6,279	5,778	5,778
Depreciation and amortisation	2(d)	9,299	9,299	9,981	9,981
<b>Total expenses excluding losses</b>		<b>29,482</b>	<b>29,482</b>	<b>28,399</b>	<b>28,399</b>
<b>Revenue</b>					
Event related revenue	3(a)	15,749	15,749	13,710	13,710
Investment revenue	3(b)	811	811	1,080	1,080
Grants and contributions	3(c)	1,108	1,108	1,350	1,350
Other revenue	3(d)	4,578	4,578	4,548	4,548
<b>Total Revenue</b>		<b>22,246</b>	<b>22,246</b>	<b>20,688</b>	<b>20,688</b>
<b>Gain/(loss) on disposal</b>	4	<b>(1,883)</b>	<b>(1,883)</b>	<b>(57)</b>	<b>(57)</b>
<b>Net result</b>		<b>(9,119)</b>	<b>(9,119)</b>	<b>(7,768)</b>	<b>(7,768)</b>
<b>Other comprehensive income</b>					
Net increase / (decrease) in property, plant and equipment revaluation surplus		20,878	20,878	-	-
<b>Total other comprehensive income</b>		<b>20,878</b>	<b>20,878</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>11,759</b>	<b>11,759</b>	<b>( 7,768)</b>	<b>(7,768)</b>

The accompanying notes form part of these financial statements.



## STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2015

	NOTES	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and cash equivalents	5	21,801	21,801	27,922	27,922
Receivables	6	2,032	2,057	1,882	1,907
Inventories	7	75	75	91	91
<b>Total Current Assets</b>		23,908	23,933	29,895	29,920
<b>Non-Current Assets</b>					
Property, plant and equipment	8 & 9				
Land and buildings		295,155	295,155	266,137	266,137
Plant and equipment		2,156	2,156	11,507	11,507
Total property, plant and equipment		297,311	297,311	277,644	277,644
<b>Total Non-Current Assets</b>		297,311	297,311	277,644	277,644
<b>Total Assets</b>		321,219	321,244	307,539	307,564
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	10	6,614	6,614	4,352	4,352
Provisions	11	847	847	781	781
<b>Total Current Liabilities</b>		7,461	7,461	5,133	5,133
<b>Non-Current Liabilities</b>					
Payables	10	2,662	2,662	3,078	3,078
Provisions	11	61	61	52	52
<b>Total Non-Current Liabilities</b>		2,723	2,723	3,130	3,130
<b>Total Liabilities</b>		10,184	10,184	8,263	8,263
<b>Net Assets</b>		311,035	311,060	299,276	299,301
<b>EQUITY</b>					
Reserves		20,878	20,878	-	-
Accumulated funds		290,157	290,182	299,276	299,301
<b>Total Equity</b>		311,035	311,060	299,276	299,301

The accompanying notes form part of these financial statements.

## STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2015

	2015						2014					
	CONSOLIDATED			PARENT			CONSOLIDATED			PARENT		
	ACCUMULATED FUNDS \$'000	ASSET REVALUATION SURPLUS \$'000	TOTAL \$'000	ACCUMULATED FUNDS \$'000	ASSET REVALUATION SURPLUS \$'000	TOTAL \$'000	ACCUMULATED FUNDS \$'000	ASSET REVALUATION SURPLUS \$'000	TOTAL \$'000	ACCUMULATED FUNDS \$'000	ASSET REVALUATION SURPLUS \$'000	TOTAL \$'000
<b>Balance at 1 July 2014</b>	299,276	-	299,276	299,301	-	299,301	307,044	-	307,044	307,069	-	307,069
<b>Restated total equity at 1 July 2014</b>	299,276	-	299,276	299,301	-	299,301	307,044	-	307,044	307,069	-	307,069
<b>Net result for the period</b>	(9,119)	-	(9,119)	(9,119)	-	(9,119)	(7,768)	-	(7,768)	(7,768)	-	(7,768)
<b>Other comprehensive income;</b> Net increase / (decrease) in property, plant and equipment	-	20,878	20,878	-	20,878	20,878	-	-	-	-	-	-
<b>Total other comprehensive income</b>	-	20,878	20,878	-	20,878	20,878	-	-	-	-	-	-
<b>Total comprehensive income for the period</b>	(9,119)	20,878	11,759	(9,119)	20,878	11,759	(7,768)	-	(7,768)	(7,768)	-	(7,768)
<b>Balance at 30 June 2015</b>	290,157	20,878	311,035	290,182	20,878	311,060	299,276	-	299,276	299,301	-	299,301

The accompanying notes form part of these financial statements.



## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2015

NOTES	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Operating expenses -				
Personnel services	6,150	6,150	6,265	6,265
Event related payments	9,567	9,567	7,850	7,850
Other operating payments	7,306	7,306	6,603	6,603
Finance costs	-	-	-	-
<b>Total Payments</b>	23,023	23,023	20,718	20,718
<b>Receipts</b>				
Event related receipts	19,850	19,850	13,202	13,202
Interest received	875	875	1,080	1,080
Grants and contributions	1,273	1,273	1,200	1,200
Other	4,875	4,875	3,746	3,746
<b>Total Receipts</b>	26,873	26,873	19,228	19,228
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	14	3,850	(1,490)	(1,490)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of land and buildings, plant and equipment	10	10	20	20
Purchases of land and buildings, plant and equipment	(9,981)	(9,981)	(3,356)	(3,356)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	(9,971)	(9,971)	(3,336)	(3,336)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances	-	-	-	-
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	-	-	-	-
<b>NET INCREASE/(DECREASE) IN CASH</b>	(6,121)	(6,121)	(4,826)	(4,826)
Opening cash and cash equivalents	27,922	27,922	32,748	32,748
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	5	21,801	27,922	27,922

The accompanying notes form part of these financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## (a) Reporting entity

Venues NSW is a NSW government statutory body. Venues NSW is a not-for-profit entity (as profit is not its principal objective).

Venues NSW, as a reporting entity, comprises all the entities under its control. Refer Note 1(c).

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

These financial statements for the year ended 30 June 2015 have been authorised for issue by the Board on 16 September 2015.

## (b) Basis of preparation

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

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

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

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

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

## (c) Principles of consolidation

The consolidated financial statements incorporate the assets, liabilities and results of entities controlled by Venues NSW (Parent Entity) as at 30 June 2015. Parent entity consists of Pirtek Stadium, Win Sports and Entertainment Centres, Hunter Stadium and Newcastle Entertainment Centre and Showground. Venues NSW and its controlled entity (Newcastle International Sports Centre Club) together are referred to in these financial statements as consolidated entity. The effect of all transactions between entities in the consolidated entity are eliminated in full.

## (d) Statement of compliance

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

## (e) Insurance

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

## (f) Accounting for 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 Authority as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense and
- » receivables and payables are stated with the amount of GST included.

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

## (g) Income recognition

Event related revenue is derived from revenues that can be allocated to specific sporting events. Where venue hire agreements specify that the hirer should contribute to the variable costs of staging an event, the costs recovered are included in event related revenue. Additional comments regarding the accounting policies for the recognition of income are discussed below.

## (i) Grants and contributions

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

## (ii) Investment revenue

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT)

(h) Personnel services

Personnel services to the Authority are provided by the Office of Sport. The Authority does not directly employ staff and personnel services cost is recognised as it is incurred. A current liability (personnel services provisions) exists which includes provision of all employee related entitlements.

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

Long service leave recognised in respect of employee benefits which are not expected to be settled within twelve months are measured at present value in accordance with AASB119 *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 the current rate of pay. Market yields on Government Bonds are used to discount such employee benefits.

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.

(i) Assets

(i) Acquisition of assets

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

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

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

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

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

(iii) Revaluation of property, plant and equipment

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

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

Fair value of property, plant and equipment is based on a market participants’ perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 8 and Note 9 for further information regarding fair value.

The Authority revalues each class of property, plant and equipment 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 revaluations were completed at Pirtek Stadium, Hunter Stadium and Newcastle Entertainment Centre on 31 March 2015 and at WIN Sports and Entertainment Centres on 30 April 2013.

During the year, the Authority undertook a desk top indexation of the values of land and building assets at WIN Sports and Entertainment Centres. The indexation was done by Land and Property Information, a division of the Office of Finance and Services, and dated 31 March 2015. No adjustments were made to the asset values as the overall indexation rate was immaterial.

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

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT)

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

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the revaluation surplus in respect of the same class of assets, they are debited directly to the asset revaluation surplus.

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

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

Plant and equipment are measured at depreciated historical cost.

(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, impairment can only arise in the rare circumstances 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 non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of property, plant and equipment

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

All material identifiable components of assets are depreciated over their useful lives.

Land is not a depreciable asset.

The following useful lives have been determined for each class of assets, unchanged from previous years.

	AVERAGE USEFUL LIFE YEARS
Buildings and infrastructure	5-50
Plant and equipment	2-50
Computer	3
Sculptures	60

(vi) 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.

(vii) Leased assets

Operating lease payments are charged to the Statement of Comprehensive Income in the periods in which they are incurred.

(viii) 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.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT)

(ix) Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(x) Impairment of financial assets

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

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

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

(xi) De-recognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Authority transfers the financial asset:

- » where substantially all the risks and rewards have been transferred; or
- » where the Authority has not transferred substantially all the risks and rewards, if the Authority has not retained control.

Where the Authority has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Authority’s continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(xii) Restricted assets

Cash and cash equivalents include ticket sales collected in advance for upcoming events. The amounts are restricted and are quarantined from operating funds. They are subsequently paid to promoters and hirers as part of the event settlement process. Restricted assets also include the unspent amounts of the funding provided for the redevelopment of Pirtek Stadium.

(xiii) Other assets

Other assets are recognised on a historical cost basis.

(j) Liabilities

Payables

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

(k) Fair value hierarchy

A number of the Authority’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 Authority 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 Authority can access at the measurement date.
- » **Level 2** – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- » **Level 3** – inputs that are not based on observable market data (unobservable inputs).

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

Refer Note 9 for further disclosures regarding fair value measurements of non-financial assets.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT)

(l) Equity and reserves

(i) Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the Authority’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 years’ retained funds.

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

(i) Effective for the first time in 2014-15

The accounting policies applied in 2014-15 are consistent with those of the previous financial year.

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

- » AASB 9 *Financial Instruments* (Effective 1 July 2017)
- » AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9* (December 2010) (Effective 1 January 2018)
- » AASB 2013-9 (Part C) *Amendments to Australian Accounting Standards – Financial Instruments* (Effective 1 January 2017)
- » AASB 2014-1 (Part E) *Amendments to Australian Accounting Standards – Financial Instruments* (Effective 1 January 2018)
- » AASB 2014-7 *Amendments to Australian Accounting Standards arising from AASB 9* (December 2014) (Effective 1 January 2018)
- » AASB 2014-8 *Amendments to Australian Accounting Standards arising from AASB 9* (December 2014) – Application of AASB 9 (December 2009) and AASB – (December 2010) (Effective 1 January 2018)
- » AASB 15 *Revenue from Contracts with Customers* (Effective 1 January 2017)
- » AASB 2014-5 *Amendments to Australian Accounting Standards arising from AASB 15* (Effective 1 January 2017)
- » AASB 2014-4 *Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation* (Effective 1 January 2016)
- » AASB 2015-1 *Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle* (Effective 1 January 2016)
- » AASB 2015-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101* (Effective 1 January 2016)
- » AASB 2015-3 *Amendments to Australian Accounting Standards arising from the Withdrawal of AASB 1031 Materiality* (Effective 1 July 2015)

Management cannot determine the actual impact of these Standards in the Authority’s financial statements in the period of their initial application.

(n) 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.

(o) Income taxes

Venues NSW falls under the Tax Equivalent Regime (TER) for government businesses. As a result, the Authority is required to remit tax equivalents to the NSW Office of State Revenue based on accounting profits adjusted for certain transactions. Under the TER framework, the Authority is not required to apply AASB112 *Income Taxes*.

As an accounting loss was incurred, there is no tax liability.



## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>2 Expenses Excluding Losses</b>				
<b>(a) Personnel services</b>				
Salaries and wages (including recreation leave)	4,697	4,697	4,834	4,834
Superannuation	367	367	378	378
Long service leave (including on costs)	59	59	(17)	(17)
Workers' compensation insurance	52	52	54	54
Payroll tax and fringe benefits tax	306	306	329	329
<b>Total</b>	<b>5,481</b>	<b>5,481</b>	<b>5,578</b>	<b>5,578</b>
<b>(b) Event related costs</b>				
Cost of sales	7,416	7,416	6,286	6,286
Contract staff	553	553	351	351
Cleaning	350	350	323	323
Other	104	104	102	102
<b>Total</b>	<b>8,423</b>	<b>8,423</b>	<b>7,062</b>	<b>7,062</b>
<b>(c) Other operating expenses include the following:</b>				
Maintenance	1,520	1,520	1,477	1,477
Fees for services required	1,262	1,262	1,091	1,091
Consultants	178	178	-	-
Computer system expenses	183	183	165	165
Doubtful debt expense	126	126	-	-
Electricity and gas	1,197	1,197	1,320	1,320
Motor vehicle expenses	44	44	27	27
Postage and telephone	161	161	125	125
Insurance	318	318	357	357
Travel	38	38	48	48
Legal	112	112	135	135
Security	72	72	62	62
Marketing/Advertising	42	42	62	62
Training	46	46	44	44
Printing and stationery	57	57	43	43
Audit of financial statements	102	102	100	100
Water charges	369	369	412	412
Other	452	452	310	310
<b>Total</b>	<b>6,279</b>	<b>6,279</b>	<b>5,778</b>	<b>5,778</b>
<b>(d) Depreciation and amortisation expense</b>				
Depreciation				
Buildings	8,221	8,221	8,682	8,682
Plant and equipment	1,078	1,078	1,299	1,299
<b>Total</b>	<b>9,299</b>	<b>9,299</b>	<b>9,981</b>	<b>9,981</b>

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>3 Revenue</b>				
<b>(a) Event related revenue</b>				
Ticket revenue	1,038	1,038	961	961
Venue and ground hire	6,583	6,583	5,365	5,365
Cost recovered from hirer	4,030	4,030	3,449	3,449
Game day catering	4,074	4,074	3,912	3,912
Other	24	24	23	23
<b>Total</b>	<b>15,749</b>	<b>15,749</b>	<b>13,710</b>	<b>13,710</b>
<b>(b) Investment revenue</b>				
Interest revenue	811	811	1,080	1,080
<b>(c) Grants and contributions</b>				
NSW State Government	100	100	1,200	1,200
Other	1,008	1,008	150	150
	<b>1,108</b>	<b>1,108</b>	<b>1,350</b>	<b>1,350</b>
<b>(d) Other revenue</b>				
Advertising	204	204	131	131
Leasing and rentals	909	909	945	945
Functions, catering and sponsorship	2,771	2,771	2,472	2,472
Car park revenue	694	694	1,000	1,000
<b>Total</b>	<b>4,578</b>	<b>4,578</b>	<b>4,548</b>	<b>4,548</b>
<b>4 Gain / (Loss) on Disposal</b>				
Proceeds from disposal of plant and equipment	10	10	20	20
Less: Written down value of assets disposed	(1,893)	(1,893)	(77)	(77)
Net gain / (loss) on disposal of plant and equipment	<b>(1,883)</b>	<b>(1,883)</b>	<b>(57)</b>	<b>(57)</b>



## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>5 Current Assets - Cash and Cash Equivalents</b>				
Cash at bank and on hand	18,340	18,340	26,003	26,003
Cash at bank - Advance ticket sales	3,461	3,461	1,077	1,077
Treasury Corporation deposits	-	-	842	842
<b>Total</b>	<b>21,801</b>	<b>21,801</b>	<b>27,922</b>	<b>27,922</b>
Cash at bank - advanced ticket sales relates to cash collected in advance for upcoming events and is quarantined from operating funds.				
Cash at bank and on hand includes \$16.9m unspent from the \$26m funding received in prior years and \$1m received in this year towards the redevelopment of Pirtek Stadium.				
<b>6 Current Assets - Receivables</b>				
Debtors	1,529	1,529	1,129	1,129
Less: Allowance for impairment	(126)	(126)	(8)	(8)
Prepayments	103	103	162	162
GST receivable	26	26	-	-
Accrued income	229	229	260	260
Other accounts receivable	271	296	339	364
<b>Total Current Receivables</b>	<b>2,032</b>	<b>2,057</b>	<b>1,882</b>	<b>1,907</b>
Movement in the allowance for impairment				
Balance at 1 July	(8)	(8)	(435)	(435)
Amounts written off during the period	8	8	435	435
Amounts recovered during the period	-	-	-	-
Increase (decrease) in allowance recognised in profit or loss	(126)	(126)	(8)	(8)
<b>Balance at 30 June</b>	<b>(126)</b>	<b>(126)</b>	<b>(8)</b>	<b>(8)</b>
<b>7 Current Assets - Inventories</b>				
Held for resale	75	75	91	91

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	CONSOLIDATED			PARENT		
	LAND AND BUILDINGS \$'000	PLANT AND EQUIPMENT \$'000	TOTAL \$'000	LAND AND BUILDINGS \$'000	PLANT AND EQUIPMENT \$'000	TOTAL \$'000
<b>8 Non-Current Assets - Property, Plant and Equipment</b>						
<b>At 1 July 2014 - fair value</b>						
Gross carrying amount	340,129	20,580	360,709	340,129	20,580	360,709
Accumulated depreciation and impairment	(73,992)	(9,073)	(83,065)	(73,992)	(9,073)	(83,065)
<b>Net carrying amount</b>	<b>266,137</b>	<b>11,507</b>	<b>277,644</b>	<b>266,137</b>	<b>11,507</b>	<b>277,644</b>
<b>At 30 June 2015 - fair value</b>						
Gross carrying amount	384,617	5,411	390,028	384,617	5,411	390,028
Accumulated depreciation and impairment	(89,462)	(3,255)	(92,717)	(89,462)	(3,255)	(92,717)
<b>Net carrying amount</b>	<b>295,155</b>	<b>2,156</b>	<b>297,311</b>	<b>295,155</b>	<b>2,156</b>	<b>297,311</b>
<b>Reconciliation</b>						
<b>Year ended 30 June 2015</b>						
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.						
Net carrying amount at start of year	266,137	11,507	277,644	266,137	11,507	277,644
Additions	9,643	338	9,981	9,643	338	9,981
Disposals	(1,568)	(325)	(1,893)	(1,568)	(325)	(1,893)
Depreciation expense	(8,221)	(1,078)	(9,299)	(8,221)	(1,078)	(9,299)
Transfer from plant and equipment to buildings infrastructure	8,286	(8,286)	-	8,286	(8,286)	-
Revaluation	20,878	-	20,878	-	-	20,878
<b>Net carrying amount at end of period</b>	<b>295,155</b>	<b>2,156</b>	<b>297,311</b>	<b>295,155</b>	<b>2,156</b>	<b>297,311</b>
Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 9						
<b>At 1 July 2013 - fair value</b>						
Gross carrying amount	336,983	20,600	357,583	336,983	20,600	357,583
Accumulated depreciation and impairment	(65,342)	(7,896)	(73,238)	(65,342)	(7,896)	(73,238)
<b>Net carrying amount</b>	<b>271,641</b>	<b>12,704</b>	<b>284,345</b>	<b>271,641</b>	<b>12,704</b>	<b>284,345</b>
<b>At 30 June 2014 - fair value</b>						
Gross carrying amount	340,129	20,580	360,709	340,129	20,580	360,709
Accumulated depreciation and impairment	(73,992)	(9,073)	(83,065)	(73,992)	(9,073)	(83,065)
<b>Net carrying amount</b>	<b>266,137</b>	<b>11,507</b>	<b>277,644</b>	<b>266,137</b>	<b>11,507</b>	<b>277,644</b>



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

Reconciliation Year ended 30 June 2014

A reconciliation of the carrying amount of each class of proper beginning and end of the current reporting period is set out below.

Net carrying amount at start of year	271,641	12,704	284,345	271,641	12,704	284,345
Additions	3,169	187	3,356	3,169	187	3,356
Disposals	(17)	(59)	(76)	(17)	(59)	(76)
Depreciation expense	(8,682)	(1,299)	(9,981)	(8,682)	(1,299)	(9,981)
Reclassification of equipment to building asset class	26	(26)	-	26	(26)	-
Net carrying amount at end of year	266,137	11,507	277,644	266,137	11,507	277,644

	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	TOTAL FAIR VALUE \$'000
9 Fair value measurement of non-financial assets				
(a) Fair value hierarchy				
2015				
Property, plant and equipment (Note 8)				
Land and buildings	-	55,206	239,949	295,155
Plant and equipment	-	-	-	-
	-	55,206	239,949	295,155
2014				
Property, plant and equipment (Note 8)				
Land and buildings	-	50,295	215,842	266,137
Plant and equipment	-	-	7,819	7,819
	-	50,295	223,661	273,956

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

(b) Valuation techniques, inputs and processes

The following table shows the valuation techniques used in measuring the fair value of property, plant and equipment for Level 2 fair values.

Level 2 Land

Valuation technique and inputs

**Market value:** Qualified valuers from Land and Property Information, Skelton Valuers and FPV Consultants were engaged between March 2013 and April 2015 for each site to carry out the valuation of land. The values for the lands are determined by using market evidence based on the zoning and restrictions, condition, location and comparability of the asset. The valuers did not make significant adjustments to the land values. A range of sales evidence was used but a discount factor was not used to go from an unimpaired value [highest and best use] to an impaired value [existing use]. Hence the most appropriate method to value land is via the Direct Comparison Approach, which is the “market approach”. In this approach the relative merits of the subject property and each of the sales are analysed and compared, having regard to matters such as zoning, location, aspect, topography, size of land, shape of land, size and current market sentiment. Ultimately valuers make a judgement call when comparing sales to the subject property. Sales evidence is considered as observable inputs. In the case of specialised assets such as Venues NSW lands, the valuers consider the current use of the land. They also work on the basis the current use is in fact the highest and best use given there is no other feasible alternate use. In short, fair value is measured having regard to the highest and best use of an asset.

Fair value per square meter is in the range \$33/sqm - \$589/sqm (weighted average \$89/sqm). Total area of land is 622,293 sqm.

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

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

LEVEL 3 BUILDINGS

VALUATION TECHNIQUE	SIGNIFICANT UNOBSERVABLE INPUTS	SENSITIVITY OF THE FAIR VALUE MEASUREMENT TO CHANGES IN UNOBSERVABLE INPUTS
<b>Depreciated replacement cost:</b> Qualified valuers from Land and Property Information, Skelton Valuers and FPV Consultants were engaged between March 2013 and April 2015 for each site to carry out the valuation of buildings.	<b>Buildings:</b> Replacement cost per square metre for the following assets:	The estimated fair value would increase (decrease) if the replacement cost per square meter for the assets were higher (lower).
Replacement cost of buildings and structures were based on gross floor areas and net lettable areas and the calculation of gross floor areas from drawings or site inspections. These areas and photographs of the buildings were used for the establishment of replacement costs. The replacement costs were used to establish the fair values of all buildings.	<b>Asset and range (weighted average):</b> Hunter Stadium Newcastle Entertainment Centre Pirtek Stadium WIN Stadium WIN Entertainment Centre	 \$81 - \$2,793 (\$1,058) \$141 - \$1,764 (\$518) \$189 - \$1,820 (\$636) \$2,037 \$1,976
The completion of the replacement cost valuation also included reference to historical cost information provided by the Authority and the Rawlinsons Australian Construction Handbook 2015 of cost information used for the construction of some of the buildings.	<b>Other inputs:</b> Weighted average remaining useful life: Hunter Stadium Newcastle Entertainment Centre Pirtek Stadium WIN Stadium WIN Entertainment Centre	 33 years 15 years 25 years 32 years 29 years
The methodology used in determining the replacement cost and depreciated replacement cost valuations:	<b>Floor area:</b> Hunter Stadium Newcastle Entertainment Centre	 107,236 sqm 33,926 sqm
1. Estimating the cost of construction comprising site infrastructure, buildings and other specialist equipment.	Pirtek Stadium WIN Stadium WIN Entertainment Centre	56,280 sqm 18,804 sqm 14,813 sqm
2. Identify the age of the existing assets.		
3. Establish the remaining life for each asset based on age, condition and functionality.		
4. Calculate the depreciated replacement cost of these assets based on the current replacement cost and the economic life.		



## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

### (c) Reconciliation of recurring Level 3 fair value measurements

	BUILDINGS \$'000	PLANT AND EQUIPMENT \$'000	TOTAL RECURRING LEVEL 3 FAIR VALUE \$'000
<b>2015</b>			
Fair value as at 1 July 2014	215,842	7,819	223,661
Additions	9,643	338	9,981
Transfers from Level 2	-	-	-
Transfers to Level 2	-	-	-
Disposals	(1,568)	-	(1,568)
Depreciation	(8,221)	-	(8,221)
Transfer from plant and equipment to buildings infrastructure	8,286	(8,286)	-
Net revaluation increment	15,967	129	16,096
<b>Fair value as at 30 June 2015</b>	<b>239,949</b>	<b>-</b>	<b>239,949</b>
<b>2014</b>			
Fair value as at 1 July 2013	221,346	8,728	230,074
Additions	3,169	-	3,169
Transfers from Level 2	-	-	-
Transfers to Level 2	-	-	-
Disposals	(17)	-	(17)
Depreciation	(8,682)	(883)	(9,565)
Transfer from plant and equipment to buildings infrastructure	26	(26)	-
<b>Fair value as at 30 June 2014</b>	<b>215,842</b>	<b>7,819</b>	<b>223,661</b>

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>10 Current / Non-Current Liabilities - Payables</b>				
<b>Current</b>				
Creditors	314	314	170	170
Deposits held	4,007	4,007	1,048	1,048
Accrued expenses	738	738	1,120	1,120
Income in advance	1,239	1,239	1,678	1,678
Other payables	316	316	331	331
GST payable	-	-	5	5
<b>Total</b>	<b>6,614</b>	<b>6,614</b>	<b>4,352</b>	<b>4,352</b>
<b>Non-Current</b>				
Income in advance	2,662	2,662	3,078	3,078
	2,662	2,662	3,078	3,078

### 11 Current / Non-Current Liabilities - Provisions

<b>Current</b>				
Personnel services	847	847	781	781
<b>Movements in provisions</b>				
Carrying amount at start of period	781	781	756	756
Additional provisions recognised	242	242	182	182
Amounts used	(176)	(176)	(157)	(157)
<b>Carrying amount at end of period</b>	<b>847</b>	<b>847</b>	<b>781</b>	<b>781</b>
<b>Non-Current</b>				
Personnel services	61	61	52	52
<b>Movements in provisions</b>				
Carrying amount at start of period	52	52	127	127
Additional provisions recognised	9	9	-	-
Amounts used	-	-	(75)	(75)
<b>Carrying amount at end of period</b>	<b>61</b>	<b>61</b>	<b>52</b>	<b>52</b>



## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	2015 \$'000	2015 \$'000	2014 \$'000	2014 \$'000
<b>12 Commitments for Expenditure</b>				
<b>(a) Capital commitments</b>				
Aggregate capital expenditure for the redevelopment of Pirtek Stadium contracted for at balance date and not provided for:				
Not later than one year	1,268	1,268	247	247
Later than one year and not later than five years	-	-	-	-
<b>Total (including GST)</b>	<b>1,268</b>	<b>1,268</b>	<b>247</b>	<b>247</b>
<b>(b) Operating lease commitments</b>				
Future non-cancellable operating lease rentals not provided for and payable:				
Not later than one year	15	15	8	8
Later than one year and not later than five years	23	23	14	14
<b>Total (including GST)</b>	<b>38</b>	<b>38</b>	<b>22</b>	<b>22</b>

**13 Contingent Liabilities and Contingent Assets**

Venues NSW has received notice from NSW Public Works, the project manager for the WIN Stadium Western Grandstand project, of a claim for additional project management fees of \$1,051,647, incurred as a result of delays in completing the project. A claim has been lodged with the insurer and is under consideration.

Venues NSW has received a claim relating to a contractual dispute. Due to the nature of the claim and the uncertainty of any potential liability, no value has been attributed to the claim in the financial statements.

The Members of the Board of Management are not aware of any significant or material contingent asset in existence at reporting date or which has emerged subsequent to reporting date which would materially impact on the financial position of Venues NSW.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	2015 CONSOLIDATED \$'000	2015 PARENT \$'000	2014 CONSOLIDATED \$'000	2014 PARENT \$'000
<b>14 Reconciliation of Cash Flows from Operating Activities to Net Result</b>				
Net cash used on operating activities	3,850	3,850	(1,490)	(1,490)
Depreciation	(9,299)	(9,299)	(9,981)	(9,981)
Allowance for impairment	(126)	(126)	-	-
Revaluation	-	-	-	-
Decrease (increase) in provisions	(75)	(75)	50	50
Increase (decrease) in receivables	276	276	402	402
Increase (decrease) in inventory	(16)	(16)	14	14
Decrease (increase) in current payables	(2,701)	(2,701)	1,594	1,594
Decrease (increase) in income in advance	855	855	1,700	1,700
Net gain / (loss) on sale of plant and equipment	(1,883)	(1,883)	(57)	(57)
<b>Net result</b>	<b>(9,119)</b>	<b>(9,119)</b>	<b>(7,768)</b>	<b>(7,768)</b>

**15 Financial Instruments**

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

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

The Board of Management with advice from the Audit and Risk Committee of Venues NSW has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Authority, to set risk limits and controls and to monitor risks.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

	NOTE	CATEGORY	CONSOLIDATED CARRYING AMOUNT 2015 \$'000	PARENT CARRYING AMOUNT 2015 \$'000	CONSOLIDATED CARRYING AMOUNT 2014 \$'000	PARENT CARRYING AMOUNT 2014 \$'000
<b>(a) Financial instrument categories</b>						
<b>Financial Assets</b>						
<b>Class</b>						
Cash and cash equivalents	5	N/A	21,801	21,801	27,922	27,922
Receivables (excludes statutory receivables and prepayments)	6	Loans and receivables (at amortised cost)	1,903	1,928	1,720	1,745
			23,704	23,729	29,642	29,667
<b>Financial Liabilities</b>						
<b>Class</b>						
Payables (excludes statutory payables and unearned revenue)	10	Financial liabilities measured at amortised cost	5,375	5,375	2,669	2,669
			5,375	5,375	2,669	2,669

(b) Credit risk

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

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

Cash

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances at the monthly average adjusted by relevant banks and NSW Treasury Corporation.

The table below summarises the fair market value sensitivity data for cash facility deposits.

		2015			2014	
	SENSITIVITY %	BALANCE \$'000	IMPACT \$'000	SENSITIVITY %	BALANCE \$'000	IMPACT \$'000
Hour glass cash facility	+/- 1	-	-	+/- 1	842	8

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

(i) Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility 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 Authority will not be able to collect all amounts due. This evidence includes past experience and current and expected changes in economic conditions.

The Authority is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due \$392,299 (2014: \$617,920) and less than 3 months past due \$451,393 (2014: \$502,052) are not considered impaired. Together these represent 65% (2014: 99%) of the total trade debtors.

	2015			2014		
	TOTAL \$'000	PAST DUE BUT NOT IMPAIRED \$'000	CONSIDERED IMPAIRED \$'000	TOTAL \$'000	PAST DUE BUT NOT IMPAIRED \$'000	CONSIDERED IMPAIRED \$'000
<b>Consolidated</b>						
< 3 months overdue	451	451		502	502	
> 3 months overdue	463	337	126	10	2	8
<b>Total</b>	<b>914</b>	<b>788</b>	<b>126</b>	<b>512</b>	<b>504</b>	<b>8</b>
<b>Parent</b>						
< 3 months overdue	451	451		502	502	
> 3 months overdue	463	337	126	10	2	8
<b>Total</b>	<b>914</b>	<b>788</b>	<b>126</b>	<b>512</b>	<b>504</b>	<b>8</b>

The ageing analysis excludes statutory receivables, as these are not within the scope of AASB7 and excludes receivables that are not past due and not impaired. Therefore, the “total” will not reconcile to the receivables total recognised in the statement of financial position.

(iii) Receivables - other

The Authority has a receivable identified as Loan to Controlled Entity of \$25,063, from the Newcastle International Sports Club.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

(c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or statement is received.

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

Maturity Analysis and Interest Rate Exposure of Financial Liabilities

2015								
INTEREST RATE EXPOSURE \$'000						MATURITY DATES		
	WEIGHTED AVERAGE EFFECTIVE INT. RATE	NOMINAL AMOUNT	FIXED INTEREST RATE	VARIABLE INTEREST RATE	NON-INTEREST BEARING	<1YR	1-5 YRS	> 5 YRS
<b>Consolidated</b>								
Total Payables		5,375	-	-	5,375	5,375	-	-
		5,375	-	-	5,375	5,375	-	-
<b>Parent</b>								
Total Payables		5,375	-	-	5,375	5,375	-	-
		5,375	-	-	5,375	5,375	-	-
2014								
<b>Consolidated</b>								
Total Payables		2,669	-	-	2,669	2,669	-	-
		2,669	-	-	2,669	2,669	-	-
<b>Parent</b>								
Total Payables		2,669	-	-	2,669	2,669	-	-
		2,669	-	-	2,669	2,669	-	-

Notes:

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Authority can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority’s exposures to market risk are primarily through interest rate risk on the Authority’s risks associated with the movement in the unit price of the Hour Glass Investment Facilities. The Authority has no exposure to foreign currency risk, and does not enter into commodity contracts.

Interest rate risk

Exposure to interest rate risk arises primarily through the Authority’s interest bearing liabilities. The Authority 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 Authority’s exposure to interest rate risk is set out below.

2015					
		-1%		1%	
	CARRYING AMOUNT \$'000	PROFIT \$'000	EQUITY \$'000	PROFIT \$'000	EQUITY \$'000
<b>Consolidated</b>					
Financial assets					
Cash and cash equivalents	21,801	(218)	(218)	218	218
	21,801	(218)	(218)	218	218
<b>Parent</b>					
Financial assets					
Cash and cash equivalents	21,801	(218)	(218)	218	218
	21,801	(218)	(218)	218	218
2014					
<b>Consolidated</b>					
Financial assets					
Cash and cash equivalents	27,922	(279)	(279)	279	279
	27,922	(279)	(279)	279	279
<b>Parent</b>					
Financial assets					
Cash and cash equivalents	27,922	(279)	(279)	279	279
	27,922	(279)	(279)	279	279

(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.

16 Events after the Reporting Period

On 4 September 2015, the NSW Government announced a commitment to build a new 30,000 seat stadium at Parramatta on the site of the existing Pirtek Stadium. Work is to begin as soon as possible and construction is expected to be completed by 2019.

- END OF AUDITED FINANCIAL STATEMENTS -



INDEPENDENT AUDITOR’S REPORT



INDEPENDENT AUDITOR’S REPORT

Newcastle International Sports Centre Club

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Newcastle International Sports Centre Club (the Club). which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- » give a true and fair view of the financial position of the Club as at 30 June 2015, and of its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- » are in accordance with section 418 of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

The Board’s Responsibility for the Financial Statements

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

Auditor’s Responsibility

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

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

INDEPENDENT AUDITOR’S REPORT (CONT)

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

My opinion does not provide assurance:

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

Independence

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

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

Sally Bond  
Director, Financial Audit Services

21 September 2015  
SYDNEY



STATEMENT BY MEMBERS OF THE BOARD OF MANAGEMENT  
FOR THE YEAR ENDED 30 JUNE 2015

Newcastle International Sports Centre Club  
Financial Statements  
For the year ended 30 June 2015

Statement by Members of the Board of Management

- Pursuant to section 41C(1B) of the Public Finance and Audit Act 1983, We declare on behalf of Venues NSW that:
- (i) In our opinion the financial statements of the Authority for the year ended 30 June 2015 have been prepared in accordance with applicable Australian Accounting Standards (which includes Australian Accounting interpretations), the requirements of the *Public Finance and Audit Act 1983* and the *Public Finance and Audit Regulation 2015* and the Treasurer’s Directions.
  - (ii) The financial statements exhibit a true and fair view of the financial position as at 30 June 2015 and the financial performance for the year ended 30 June 2015.
  - (ii) We are not aware of any circumstances which would make any particulars in the financial statements misleading or inaccurate.



Mr John Quayle  
Chairperson  
Date: 16 September 2015



Ms Janett Milligan  
Board Member  
Date: 16 September 2015

~ BEGINNING OF AUDITED FINANCIAL STATEMENTS ~

STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2015

	2015 \$	2014 \$
Revenue		
Other income	-	-
Expenses		
Administration expenses	-	-
Net Result	-	-
Other Comprehensive Income	-	-
Total Comprehensive Income	-	-

The above statement of profit and loss and other comprehensive income should be read in conjunction with the accompanying notes

STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2015

	NOTE	2015 \$	2014 \$
ASSETS			
Current Assets			
Cash and Cash Equivalents		-	-
Total Current Assets		-	-
Total Assets		-	-
LIABILITIES			
Current Liabilities			
Trade and other payables		-	-
Total Current Liabilities		-	-
Non Current Liabilities			
Trade and other payables	2	25,063	25,063
Total Non Current Liabilities		25,063	25,063
Total Liabilities		25,063	25,063
Net Liabilities		(25,063)	(25,063)
EQUITY			
Accumulated Losses	3	(25,063)	(25,063)
Total Equity		(25,063)	(25,063)

The above statement of profit and loss and other comprehensive income should be read in conjunction with the accompanying notes



# NEWCASTLE INTERNATIONAL SPORTS CENTRE CLUB

## STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2015

	ACCUMULATED FUNDS \$	TOTAL \$
Balance at 1 July 2013	(25,063)	(25,063)
Net result for the year	-	-
Balance at 30 June 2014	(25,063)	(25,063)
Net result for the period	-	-
Balance at 30 June 2015	(25,063)	(25,063)

The above statement of changes in equity should be read in conjunction with the accompanying notes

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2015

	NOTE	2015 \$	2014 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments		-	-
Receipts		-	-
Net cash flows from operating activities	6	-	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments		-	-
Purchases of investments		-	-
Net cash flows from investing activities			
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings		-	-
Repayment of borrowings		-	-
Net cash flows from financing activities		-	-
Net increase / (decrease) in cash		-	-
Opening cash and cash equivalents		-	-
Closing cash and cash equivalents	5	-	-

The above statement of changes in equity should be read in conjunction with the accompanying notes

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

### 1. Summary Of Significant Accounting Policies

#### Basis of Preparation

The Financial Statements are a general purpose financial report which have been prepared in accordance with Australian Accounting Standards (which includes Australian Accounting Interpretations), the requirements of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2015* and the Treasurer’s Directions.

The financial statements have been prepared under the accrual basis of accounting. Except for certain assets which, as noted, are at valuation, the accounts are prepared in accordance with the historical cost convention, modified where applicable by the measurement at fair value of selected non-current assets and financial liabilities. The accounting policies adopted are consistent with those of the previous year.

The Newcastle International Sports Centre Club (Club) is a subsidiary of Venues NSW.

The Club, in complying with the requirements of the Public Finance and Audit Act 1983, has kept proper accounts and records of its operations.

The financial statements for the year ended 30 June 2015 has been authorised for issue by the Board Members of Venues NSW on 16 September 2015.

Venues NSW provides administrative services, including the preparation of financial services for the Club. Due to the inconsequential nature of those services, their value can not be calculated with any certainty and no charge is made to the entity for them. Venues NSW also pays audit fees which include the audit of the Club’s financial statements. The fee charged for the audit of the Club’s financial statements is not separable from the Venues NSW audit fees.

#### (a) Income Tax

The Club is exempt of income tax under the Income Tax Assessment Act 1997.

#### (b) Cash

For the purposes of the Statement of Cash Flows, cash includes deposits at call which are readily convertible to cash on hand and which are used in the cash management function on a day-to-day basis.

#### (c) Revenue

Revenue from the sale of goods is recognised upon delivery of goods to customers.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

#### (d) Assets

The Club holds 15 poker machine entitlements. These entitlement can be sold. The Club has not recorded the poker machine entitlements in the financial statements as there was no fair value on acquisition of these entitlements.

#### (e) Trade & Other Creditors

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Club. These amounts are unsecured and are usually settled within 30 days.

#### (f) Going Concern

The operations of the Newcastle International Sports Centre Club ceased trading on 12 December 2008 due to the demolition of the Western Grandstand at Hunter Stadium. At the date of this report no decision has been made as to whether the Club will commence trading again in the future.

Venues NSW has agreed to provide financial support to the Club until a decision is made as to its future.

#### (g) Financial Instruments

##### Recognition and Initial Measurement

Financial instruments, incorporating financial assets and financial liabilities, are recognised on trade-date - the date when the Club commits to purchase or sell the assets. Trade date accounting is adopted for financial assets that are delivered within timeframes established by marketplace convention.

Financial instruments are initially measured at fair value plus transactions costs where the instrument is not classified as at fair value through profit or loss. Transaction costs related to instruments classified as at fair value through profit or loss are expensed to profit or loss immediately. Financial instruments are classified and measured as set out below.

##### Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the Club no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

Classification and Subsequent Measurement

(i) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. When a financial liability is recognised, initially it is measured at fair value net of transaction costs.

Fair Value

Financial instruments are subsequently measured at fair value, which represents the amount for which a liability could be settled, between knowledgeable, willing parties.

Impairment

At each reporting date, the Club assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether an impairment has arisen. Impairment losses are recognised in the income statement.

(h) New Australian Accounting Standards issued but not effective

At reporting date a number of accounting standards adopted by the AASB has been issued but are not yet operative. These new Standards/ Interpretations have not been early adopted by the Club.

Notwithstanding this, it is considered that the implementation of these Standards would not have had any material impact on the Club's financial statements.

	2015 \$	2014 \$
2. Non Current Liabilities - Trade and other payables		
Loans from Related Entity	25,063	25,063
3. Accumulated Losses		
Accumulated Losses at the beginning of the financial period	(25,063)	(25,063)
Profit/(loss) for the period	-	-
Accumulated Losses at the end of the financial period	(25,063)	(25,063)

4. Financial Risk Management

(a) Financial Risk Management Policies

The Club's financial instruments have consisted mainly of deposits with banks, payables and loans from related entities. The Club is now a dormant entity and the only remaining financial instrument at year end is a loan from a related entity.

The Club does not have any derivative instruments at 30 June 2015.

Financial Risk Exposures and Management

The Club's overall risk management strategy seeks to assist the Club in meeting its financial targets, while minimising potential adverse effects on financial performance. The Club operates under board approved policies which include review of credit risk policies and any future cash flow requirements.

The Club does not have any exposure to interest rate risk, liquidity risk and credit risk.

Interest rate risk

The Club does not have any exposure to interest rate risk as the only liability is an interest free loan from a related entity.

Liquidity risk

The Club does not have any exposure to liquidity risk at present as it is a dormant entity, with the only liability being to a related entity. This related entity has agreed to provide financial support to the Club until a decision is made as to its future.

Credit risk

The Club does not have any exposure to credit risk at present as it is a dormant entity, with the only liability being an interest free loan from a related entity.

(b) Financial Instruments Composition and Maturity Analysis

The table below reflects the undiscounted contractual settlement terms for financial instruments of a fixed period of maturity, as well as management's expectations of the settlement period for all other financial instruments. As such the amounts may not reconcile to the statement of financial position.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2015

	WITHIN 0-3 MONTHS \$	WITHIN 3-6 MONTHS \$	6 TO 12 MONTHS \$	1 TO 5 YEARS \$	TOTAL CONTRACTUAL CASHFLOWS \$	CARRYING AMOUNT OF LIABILITIES \$
30 June 2015						
Financial Liabilities						
Loans from Related Entities	-	-	-	25,063	25,063	25,063
Total contractual cashflows	-	-	-	25,063	25,063	25,063
30 June 2014						
Financial Liabilities						
Loans from Related Entities	-	-	-	25,063	25,063	25,063
Total contractual cashflows	-	-	-	25,063	25,063	25,063

(c) Sensitivity Analysis

Interest Rate Risk and Market Risk:

The Club has not performed a sensitivity analysis relating to its exposure to interest rate risk and market risk at balance date due to the lack of exposure to these types of risk.

5. Cash Flow Information

For the purpose of the Statement of Cash Flows, cash includes:

Deposits at call which are readily convertible to cash on hand and which are used in the cash management function on a day-to-day basis. Cash at the end of the year is shown in the Statement of Financial Position as:

	2015	2014
Cash and cash equivalents	-	-

6. Reconciliation of Net Cash provided by Operating Activities to Operating Result

Surplus/(deficit) for the year	-	-
Changes in operating assets and liabilities :		
Increase/(decrease) in sundry creditors	-	-
Net cash provided by operating activities	-	-

7. Subsequent Events

There were no events subsequent to the period end which would have a material effect on the financial position of the Club.

- END OF AUDITED FINANCIAL STATEMENTS -



# APPENDICES



Photo: Mark Dadswell



APPENDIX 1  
HUMAN RESOURCES

Venues NSW staff were employed through the Office of Sport during the period. The annual average number of full-time equivalent (FTE) staff was 35.25. As at 30 June 2015, there were 25 non-casual staff and 45 casual staff. The majority of the casual staff are employed as required as event staff at WIN Entertainment Centre and WIN Stadium.

Newcastle Entertainment Centre is managed for Venues NSW by AEG Ogden. Staff at the Newcastle Entertainment Centre are employees of AEG Ogden.

Venues NSW has contracts with organisations to provide event services such as security, cleaning and customer service. Staff providing these services are employed by the contracted organisations.

NUMBER OF OFFICERS AND EMPLOYEES BY CATEGORY

REMUNERATION LEVEL OF SUBSTANTIVE POSITION	2012-13		2013-14		2014-15	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
\$0 - \$43,593	2	0	2	1	1	3
\$43,593 - \$57,256	2	6	1	4	1	4
\$57,256 - \$64,008	0	2	0	2	0	1
\$64,008 - \$80,997	3	2	3	2	3	2
\$80,997 - \$104,743	2	0	0	1	0	1
\$104,743 - \$130,929	1	1	3	2	4	1
\$130,929 >	4	1	4	1	3	1
TOTAL	14	12	13	13	12	13

PERFORMANCE AND NUMBER OF SENIOR EXECUTIVES

	FEMALE	MALE	NUMBER OF PUBLIC SECTOR SENIOR EXECUTIVE SERVICE OR EQUIVALENT	AVERAGE REMUNERATION
Band 2 (Executive Director)	1	-	Band 2 (Executive Director)	\$264,750
Band 1 (Director)	-	2	Band 1 (Director)	\$175,715
TOTAL	1	2		

19.31% of Venues NSW employee related expenditure in the 2014/15 financial year was related to senior executives.

EXCEPTIONAL MOVEMENTS IN WAGES, SALARIES AND ALLOWANCES

The *Crown Employees (Public Sector – Salaries 2008)* Award was varied to provide for a 2.27% increase in salaries effective from the first full pay period after 1 July 2014.

The *Illawarra Venues Authority Australian Workers (State) Award 2011* was varied to provide for a 2.38% increase in salaries effective from the first full pay period after 13 September 2014.

The Statutory and Other Offices Remuneration Tribunal issued a determination for an increase of 1.88% for the remuneration package ranges for the Chief Executive Service and Senior Executive Service (transitional former Senior Executives), effective on and from 1 July 2014.

PERSONNEL POLICIES & PRACTICES

During 2014-15 the Office of Sport commenced a review of all personnel policies and practices to ensure compliance with the provisions of the *Government Sector Employment Act 2013*, taking into account the structural changes arising from the formation of the Office of Sport and its related entities.

The review of personnel policies and practices is being undertaken on an ongoing basis and will continue through the 2015-16 financial year.

INDUSTRIAL RELATIONS POLICIES AND PRACTICES

An Office of Sport Joint Consultative Committee (JCC) was formed in August 2014 and met on a quarterly basis during the 2014-2015 financial year.

The JCC is chaired by the Chef Executive of the Office of Sport with membership including senior executives and representatives of relevant industrial organisations.

WORKFORCE DIVERSITY

Venues NSW is committed to complying with workforce diversity obligations pursuant to the *Government Sector Employment Act 2013* and GSE Rules.

Venues NSW will work with the Office of Sport to develop a workforce diversity program in 2015-16 for the purpose of:

- » achieving improved employment outcomes for diverse workforce groups; and
- » creating a socially and culturally inclusive, fair and harmonious workplace.

The Workforce Diversity Program will be developed to facilitate workforce planning, recruitment and diversity initiatives inclusive of:

- » Aboriginal and Torres Strait Islander Australians;
- » women;
- » people with disabilities; and
- » people from culturally diverse backgrounds.

The Program will align with the NSW Government Multicultural Policies and Services Program, and fulfil all relevant legislative requirements.

Our vision is for an organisation free from all discrimination, recruited and promoted on merit and representative of the wider NSW community.

Venues NSW has a number of flexible working arrangements to assist employees, including flexible working hours, part-time work and job sharing.

TRENDS IN THE REPRESENTATION OF WORKFORCE DIVERSITY GROUPS

WORKFORCE DIVERSITY GROUP	BENCHMARK/TARGET	2013	2014	2015
Women	50.0%	46.2%	50.0%	52.0%
Aboriginal People and Torres Strait Islanders	2.6%	0.0%	3.8%	4.0%
People whose First Language Spoken as a Child was not English	19.0%	7.7%	7.7%	8.0%
People with a Disability	N/A	0.0%	0.0%	0.0%
People with a Disability Requiring Work-Related Adjustment	1.5%	0.0%	0.0%	0.0%

TRENDS IN THE DISTRIBUTION OF WORKFORCE DIVERSITY GROUPS

The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20. This applies to all categories for Venues NSW.



APPENDIX 2  
WORKPLACE HEALTH AND SAFETY

Venues NSW works in conjunction with the Office of Sport’s Work Health and Safety (WHS) team to provide health and safety services to employees. The Office of Sport’s focus for 2014-15 was to establish a WHS management system, improve case management performance and prepare foundational WHS policies and procedures.

Venues NSW is committed to protecting the health, safety and welfare of all staff, contractors, clients and visitors in the workplace. This is achieved through ongoing workplace consultation and integrating best practice occupational systems and processes into all aspects of our planning and operations.

WHS matters are also included routinely in staff meetings, where representatives of all departments meet and discuss their workplace. The WIN Sports and Entertainment Centres continue to use the WHS Open Forum as the principal means of ensuring workplace consultation and high levels of workplace health and safety.

A risk assessment is produced for events using software developed specifically for the venues, events and sporting industry. In addition to assessing and controlling business and event related risks, this program allows for the recording and analysis of incidents and benchmarking industry risks and incident statistics against other relevant industry users.

Training for staff and event related contractors to refresh and update on stadium evacuation drills and risk training was undertaking during the period. An audit of Crisis and Emergency planning at venues will be undertaken during 2015-16 examining practices at both Pirtek Stadium and the Newcastle Entertainment Centre.

In 2015-16, Venues NSW will continue to work with the Office of Sport in updating the WHS Strategy and management system with a view to improving WHS performance.

PROSECUTIONS UNDER THE WORK HEALTH AND SAFETY ACT 2011

No prosecution action has been taken against Venues NSW or the Office of Sport in 2014-15.

Venues NSW had the following workplace accidents and/or injuries during the reporting period:

WORKPLACE HEALTH AND SAFETY ACCIDENTS AND INJURIES

	2014-15
Reported workplace accidents	3
Lost time injuries	2

APPENDIX 3  
LEGAL CHANGE

The *Sporting Venues Authorities Regulation 2014* commenced on 1 September 2014 replacing the *Sporting Venues Authorities Regulation 2008* which was repealed on 1 September 2014 by section 10 (2) of the Subordinate Legislation Act 1989.

APPENDIX 4  
PRIVACY

The Privacy and Personal Information Protection Act 1998 provides standards for the NSW public sector in regulating the management of personal information. The standards are supported by 12 information protection principles covering the collection, storage, use and disclosure of, and access and alteration of personal information.

During 2014-15, no complaints were received by Venues NSW alleging a breach of privacy.

APPENDIX 5  
GOVERNMENT INFORMATION (PUBLIC ACCESS)

The objectives of the *Government Information (Public Access) Act 2009* (GIPA Act) are to maintain and advance a system of responsible and representative democratic Government that is open, accountable, fair and effective.

The GIPA Act:

- » authorises and encourages the proactive release of information by NSW public sector agencies
- » gives members of the public a legally enforceable right to access government information
- » ensures that access to government information is restricted only when there is an overriding public interest against releasing that information.

During the period Venues NSW conducted a review of the information that it makes publicly available. As a result, additional information was made publicly available on the following websites:

- » www.venuesnsw.com (the main portal for Venues NSW)
- » www.pirtekstadium.com (Pirtek Stadium website)
- » www.hunterstadium.com (Hunter Stadium website)
- » www.wsec.com.au (WIN Stadium and WIN Entertainment Centre website)
- » www.nec.net.au (Newcastle Entertainment Centre website)

Venues NSW received no access to information applications during the reporting period.

Applications for information requested under the GIPA Act should be addressed to:

<b>Right to Information Officer</b>	<b>Office Location:</b>
Venues NSW	Venues NSW
Locked Bag 1422	Level 3, 6B Figtree Drive
SILVERWATER NSW 2128	SYDNEY OLYMPIC PARK NSW 2127
email: info@venuesnsw.com	



APPENDIX 6  
AUDIT AND RISK

RISK MANAGEMENT

In line with the Treasury Policy Paper TPP 09-05 and Treasury Circular TC 09-08, Venues NSW operated an Audit and Risk Committee under an approved shared arrangement with the Department of Education and Communities up to 30 September 2014 and with the Office of Sport for the remainder of 2014-15.

During the year the Audit and Risk Committee has overseen, monitored and reported on Venues NSW Governance, Risk and Control Issues affecting its operations to achieve a level of assurance equivalent to the requirements of the policy.

Key elements of the Venues NSW audit and risk management framework in place during 2014-15 included:

- » an Audit and Risk Committee with an independent chair and independent members to oversee the internal audit program for Venues NSW and monitor issues arising from internal and external audit recommendations
- » maintenance of a Venues NSW Risk Register which the Board reviews regularly

In accordance with the internal audit plan Deloitte conducted the following internal audits of Venues NSW operations:

- » Credit card, travel and petty cash
- » Enterprise-wide risk assessment

AUDIT AND RISK COMMITTEE

For the period, the Venues NSW Audit and Risk Committee discussed audit and risk matters at its meetings held in July and September 2014 and March, April and June 2015.

INSURANCE

Venues NSW manages insurable risk by insurance provided as part of the NSW Treasury Managed Fund (TMF).

TMF is a government-wide self-insurance scheme that provides a systematic and coordinated approach to risk management. Under this scheme benchmarking is used to gauge risk management with premiums set by a combination of benchmarks and claims experience.

Venues NSW has full workers' compensation, motor vehicle, property, liability and miscellaneous cover provided by TMF.

Staff at the Newcastle Entertainment Centre and Showground are employees of AEG Ogden and are covered under a separate workers' compensation policy.

INTERNAL AUDIT AND RISK MANAGEMENT STATEMENT  
FOR THE 2014-2015 FINANCIAL YEAR FOR VENUES NSW

I, John Quayle, am of the opinion that Venues NSW has internal audit and risk management processes in operation that are, with the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09-08 Internal Audit and Risk Management Policy.

I, John Quayle, am of the opinion that the internal audit and risk management processes for Venues NSW depart from the following core requirements set out in Treasury Circular NSW TC 09-08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) Venues NSW has implemented [or is implementing] the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

MINISTERIALLY DETERMINED DEPARTURE	REASON FOR DEPARTURE AND DESCRIPTION OF PRACTICABLE ALTERNATIVE MEASURES IMPLEMENTED
<b>Core Requirement 1</b> An Internal Audit function has been established and maintained.	Venues NSW complied with the core requirements through an approved shared arrangement with the Department of Education and Communities to 30 September 2014. For the remainder of 2014-2015 year Venues NSW complied through a shared arrangement with the Office of Sport. An application for formal approval for this shared arrangement is currently under consideration by NSW Treasury.
	Until the end of September 2014, VNSW participated in a principal led shared arrangement with the Department of Education and Communities.
<b>Core Requirement 2</b> An Audit and Risk Committee has been established.	Arrangements for VNSW to participate in a collaborative sharing arrangement with the Office of Sport were put in place during the 2014-2015 period (as per TPP12-04 Guidance on Shared Arrangements and Subcommittees for Audit and Risk Committees for an ARC and related resources). A Shared Arrangement Agreement between Office of Sport and Venues NSW has been signed by both parties. An application for formal approval for this shared arrangement is currently under consideration by NSW Treasury.

These processes, including the practicable alternative measures being implemented, provide a level of assurance that enables the senior management of Venues NSW to understand, manage and satisfactorily control risk exposures.

The Chair and Members of the current Audit and Risk Committee are:

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

In accordance with a resolution of the Board of Venues NSW.



John Quayle

Chair, Venues NSW  
Date: 20 August 2015



APPENDIX 7  
CUSTOMER FEEDBACK

Venues NSW is committed to ensuring that it provides facilities and services that meet the needs and expectations of individuals and community groups who visit our venues each year.

Local Venues Councils operate in the Hunter, Western Sydney and Illawarra to provide advice to the Board and ensure that local communities continue to be closely involved in the way our venues operate.

We also encourage the community to provide feedback through our online channels. Each venue is contactable through its website, email address and social media accounts such as Twitter and Facebook.

Customer surveys are conducted periodically to obtain feedback on satisfaction levels at our venues.

APPENDIX 8  
EXPENDITURE ON CONSULTANTS

CONSULTANTS	PROJECT	AMOUNT
Consultants costing \$50,000 or more		
KPMG – Business Case Development	1 Project	\$135,500
Consultants costing less than \$50,000	1 Project	\$40,725

APPENDIX 9  
PAYMENT OF ACCOUNTS

OUTSTANDING INVOICES BY TIMEFRAME AT THE END OF EACH QUARTER

QUARTER	CURRENT \$	30-60 \$	60-90 \$	>90 \$	TOTAL \$
Sep-14	214,263	3,158	-	1,486	218,907
Dec-14	346,251	106,449	-	52	452,753
Mar-15	703,006	13,550	3,172	2,527	722,256
Jun-15	460,401	42,642	-	388	503,431

ACCOUNTS PAID ON TIME AT THE END OF EACH QUARTER

QUARTER	TARGET %	ACTUAL %	TOTAL ACCOUNTS PAID ON TIME \$	TOTAL AMOUNTS PAID \$
Sep-14	100%	77%	3,409,580	4,400,757
Dec-14	100%	94%	5,057,017	5,406,340
Mar-15	100%	83%	8,011,934	9,602,728
Jun-15	100%	95%	8,447,335	8,932,322

Venue NSW aims to pay 100% of accounts on time. Delays in processing accounts arose due to queries in relation to goods received and invoices. No interest was paid on overdue amounts.

APPENDIX 10  
ANNUAL REPORT AVAILABILITY AND PRODUCTION COST

The Venues NSW 2014-15 Annual Report is available in electronic format and can be downloaded from the Venues NSW website at [www.venuesnsw.com](http://www.venuesnsw.com).

The Annual Report was produced at a cost of \$7,500.

APPENDIX 11  
CREDIT CARD USE

The Executive Director certifies that the credit card use in Venues NSW has been conducted in accordance with relevant Premier’s Memoranda and Treasury guidelines. There were no irregularities during the reporting period.

In accordance with the internal audit plan, Deloitte conducted an audit of credit card, travel and petty cash operations during the reporting period.

APPENDIX 12  
INVESTMENT PERFORMANCE

Funds were invested in Bank Term Deposits. The annual return on the term deposits was 3.39%.

APPENDIX 13  
DIGITAL INFORMATION SECURITY ANNUAL ATTESTATION STATEMENT

I, John Quayle, am of the opinion that Venues NSW had an Information Security Management System in place during the financial year being reported on that was consistent with the principles and intent of the Core Requirements set out in the *NSW Government Digital Information Security Policy* taking into account the business requirements of Venues NSW.

This assurance was provided by the Office of Sport who was the information and communications technology services provider for Venues NSW during the period. The Office of Sport was established on 1 July 2014, having previously been part of the Department of Education and Communities. The 2014-15 period was one of transition, where the Office of Sport remained connected with and subject to the Department of Education and Communities’ established control framework to provide the controls necessary to mitigate identified risks to the digital information and digital information systems of the Office of Sport.

Activity was also commenced by the Office of Sport during 2014-15 to develop an autonomous Information Security Management System consistent with the Core Requirements set out in the *NSW Government Digital Information Security Policy*.

There is no agency under the control of Venues NSW which is required to develop an independent ISMS in accordance with the *NSW Government Digital Information Security Policy*.



## APPENDIX 14

### VENUE MANAGEMENT TEAM

#### CHRIS ALLEN

##### CHIEF OPERATING OFFICER



Chris Allen joined Venues NSW in June 2015. Prior to this appointment Chris held senior executive positions in both the Commonwealth public service and NSW public service, including as Sheriff of New South Wales and Acting Assistant Secretary, Classification Branch. As Sheriff of NSW, Chris was responsible for 400 staff located at sixty sites across the state and a budget of \$35 million.

Prior to this Chris was appointed Head of Security at the Sydney Opera House tasked with upgrading public safety and security strategies at the iconic, heritage listed site with an average annual visitor turnover of 4 million people. He was responsible for the security of the Opera House through multiple seasons of Australia Idol, the Forbes 500 Conference and APEC 2007. His formative years were spent as an army officer predominantly within airborne forces, retiring at the rank of Major. He is a published author of fiction and a regular speaker at local and national writing events.

#### LUKE COLEMAN

##### ACTING CHIEF OPERATING OFFICER | DIRECTOR, PIRTEK STADIUM, PARRAMATTA



Luke Coleman has been the Director of Parramatta Stadium since February 2006. Prior to this appointment he held senior executive positions in the event, entertainment and music industries in Australia and the UK having spent nearly 10 years based in London.

Luke Coleman has acted in the role of Chief Operating Officer for Venues NSW since February 2014, and has overseen major projects for Venues NSW including the upgrade project at Pirtek Stadium. Luke has also presided over the finalisation of commercial arrangements across Venues NSW including ticketing, catering and beverage rights during his tenure.

#### STUART BARNES CFE

##### GENERAL MANAGER, WIN SPORTS AND ENTERTAINMENT CENTRES, WOLLONGONG



Stuart Barnes is the General Manager of the WIN Sports and Entertainment Centres in Wollongong having overseen the establishment of the venues and their operational set-up in 1998. Since that time he has also overseen the construction of the WIN Stadium Northern Grandstand and the Western Grandstand.

Stuart's recent and current professional and community involvement includes membership of the Boards of the Illawarra Business Chamber, Tourism Wollongong, Wollongong City Employment and Training, as Chair, the Venue Managers Association of Australasia and St Mary's Star of the Sea College where he is currently Deputy Chair.

Stuart is a Certified Facilities Executive and his qualifications include Diplomas in Education and Public Sector Management and he completed studies for a Graduate Diploma in Public Administration in June 2015.

#### BICCI HENDERSON

##### GENERAL MANAGER, HUNTER STADIUM, NEWCASTLE



Bicci Henderson is the General Manager of Hunter Venues. He is a veteran of the entertainment and event industry with over 31 years' experience working with some of the world's top musicians and actors in Australia and overseas. Bicci's experience encompasses artist management, concert touring, producing records and theatre shows, managing theatres, producing corporate events, contract negotiations and for the past three years running Hunter Stadium in Newcastle.

Prior to his role at Venues NSW Bicci was the General Manager of Entertainment at Sydney's Star City Casino. He is a member of the Venue Management Association (VMA) and Live Performance Australia. Bicci is focussed on customer service, has an eye for detail and is always looking for ways to make the experience better for everyone who attends any events he is part of.

#### MILTON O'BRIEN

##### ACTING GENERAL MANAGER, PIRTEK STADIUM, PARRAMATTA



Milton O'Brien is the Acting General Manager of Pirtek Stadium. He has an extensive background in Venue Management in Australia and Internationally. His industry experience includes marketing, business development and major event management including the World Indoor Athletics Championship in 2010 and the Asian Cup

of Football in 2011.

Milton is a Certified Facilities Executive, He is a graduate of the Venue Management School and holds qualifications in event management.

#### CHRIS BLANCH

##### GENERAL MANAGER, NEWCASTLE ENTERTAINMENT CENTRE AND SHOWGROUND



Chris Blanch is the General Manager of the AEG Ogden managed Newcastle Entertainment Centre and Showground. Chris is a qualified accountant with a Bachelor of Commerce degree and had an extensive career in public accounting prior to facility management.

In 1997 Chris joined the Newcastle Entertainment Centre as Assistant Accountant progressing soon after to Business Manager. Following a restructure in 2000, Chris was appointed Centre Manager and advanced to General Manager in 2002. Chris is a graduate of the Venue Management School.

## APPENDIX 15

### LOCAL VENUES COUNCILS: MEETING DATES AND MEMBER PROFILES

#### HUNTER LOCAL VENUES COUNCIL

During 2014-15, the Hunter Local Venues Council met nine times on the following dates:

28 July 2014  
8 September 2014  
13 October 2014  
10 November 2014  
8 December 2014  
16 February 2015  
9 March 2015  
13 April 2015  
25 May 2015

#### COUNCIL MEMBERS ARE

##### GLENN TURNER CHAIR

Glenn was the Chair of the former Hunter Region Sporting Venues Authority. He has experience as Chair and CEO in many industries including as Chair of Hunter Water and the Hunter Medical Research Institute Foundation. Glenn had a thirty-year career at senior executive level in the mining services, manufacturing, engineering and contracting sectors in Australia, as well as USA, China, South American, South Africa and India. He occupies non-executive roles in public and private companies in a variety of industries and the services sector.

##### CATHERINE TATE

Catherine was a member of the former Hunter Region Sporting Venues Authority. She has also been a supporter and/or patron of many sporting groups in the Hunter including Newcastle Netball, Wests Netball, Newcastle Rowing, Newcastle District Women's Bowling Association and Hunter Surf Life Saving. Catherine is Chair of the Calvary Mater Hospital's Community Advisory Council and a former member of the Hunter Academy of Sport Board. Catherine has also been active with a number of charities including the Salvation Army, Lifeline and Samaritans. Professionally she has been a TAFE communication teacher.

##### KEITH LYNCH

Keith was a member of the former Hunter Region Sporting Venues Authority. He has also held senior executive positions in engineering and shipbuilding in the Hunter region and has recently retired as the chair of NIB Holdings Limited. He previously held the position of Chair, Kip McGrath Education Centres Ltd. Keith currently chairs Newcastle Grammar School Ltd and the not-for-profit charitable organisation, nib Foundation.

##### MARTENE ARCHER

Martene has over 20 years' experience in the energy and health sectors and has recently joined the higher education landscape at the University of Newcastle focusing on governance, legal, risk and compliance. Martene has previously held roles responsible for managing business and community partnerships across the Hunter region including sponsorships with the Newcastle Knights and (now) Hunter Stadium and has facilitated network infrastructure development for facilities within the stadium precinct, particularly expansion of the Newcastle Hockey Club.

##### (EDWARD) LEIGH MAUGHAN

Leigh is a Lifetime Member, co-founder and the number 1 ticket holder of the Newcastle Knights Rugby League Club and a former director of the Newcastle Knights Member Club Limited. Leigh has held various positions in television and radio as a sports broadcaster and currently resides in the Newcastle area. Leigh is the former Executive Marketing Manager for the Hunter Prostate Cancer Alliance and the former Honorary Secretary of the Hunter International Sport Centre Trust.



## APPENDIX 15 (CONT)

## LOCAL VENUES COUNCILS: MEETING DATES AND MEMBER PROFILES

ILLAWARRA  
LOCAL VENUES COUNCIL

During 2014-15, the Illawarra Local Venues Council met six times on the following dates:

**23 July 2014**

**8 October 2014**

**3 December 2014**

**5 February 2015**

**8 April 2015**

**26 May 2015**

## COUNCIL MEMBERS ARE

## VICKI TIEGS CHAIR

Vicki was a member of the former Illawarra Venues Authority and Wollongong Sportsground Trust. She has held sport and tourism positions including Director and Life Member of Tourism Wollongong and Director of the Illawarra Academy of Sport. Vicki has also worked closely with the National Breast Cancer Foundation, Legacy, Farmhand and the Australian Red Cross. She is currently a partner in Waples Marketing Group, Bluejuice Events and the Grants and Funding Institute and is a former media executive with a background in marketing.

## WAYNE MORRIS

Wayne is a retired chief executive. He was previously the Chief Executive Officer of IMB Limited from 1999 – 2007, Wollongong Hawks Basketball Ltd from 2009 – 2011 and Churches of Christ Property Trust from 2011-2014. He was formerly a Director of Newcastle Permanent Building Society, ABACUS Australian Mutuals, Illawarra Regional Information Service (IRIS), Chair of the Australian Association of Permanent Building Societies and a member of the National Basketball League Commission. He is currently a Director of the Illawarra Performing Arts Centre Ltd (t/as Merrigong Theatre Co), City of Innovation Limited (t/as Destination Wollongong), Warrigal Care Limited, Living Sound Broadcasters Ltd (t/as Pulse 941), Wollongong Conservatorium of Music Ltd and Chair of the Wollongong Symphony Orchestra Foundation Ltd.

## GLENDA PAPAC

Glenda has been the practice manager at Tony Papac & Associates since 1994. She also serves as the Director of Illawarra Women in Business (from 2007), a Director of Horizon Credit Union (from 2010) a member of the Illawarra Salvation Army Advisory Board Illawarra (from 2008).

## CRAIG OSBORNE

Craig is the Managing Partner of RMB Lawyers and CEO of Unison Outsourcing Pty Limited. Craig currently serves on the Illawarra Regional Development Board, is a mentor for the “iAccelerate” initiative designed to support students and staff of the University of Wollongong and the greater Illawarra Community to build an innovation ecosystem, is a member of the University of Wollongong’s Law School Advisory Board, is a member of The Illawarra Grammar School’s Foundation, heads the Football South Coast’s General Purposes Tribunal and a passionate ambassador for the Port Kembla Revitalisation Project.

Craig has also been the Chairman of the Wollongong Wolves Football Club and a board member of Lifeline South Coast. Craig supports a number of charities including having served as the Chair of the Illawarra Health Service’s Palliative Care Appeal and the Chair of the Illawarra Area Health Service’s Golden Hour Appeal.

Craig was awarded Illawarra Business Chamber’s Business Person of the Year in 2007 and 2009.

WESTERN SYDNEY  
LOCAL VENUES COUNCIL

During 2014-15, the Western Sydney Local Venues Council met four times on the following dates:

**3 July 2014**

**19 February 2015**

**2 April 2015**

**18 June 2015**

## COUNCIL MEMBERS ARE

## CRAIG GALLAGHER CHAIR

Craig is the former Chair of the Parramatta Stadium Trust. He was also a trustee of the State Sports Centre for 15 years. Craig served on both trusts as Chair of the finance and audit committee for many years. Craig is a consultant at Hunt & Hunt Lawyers North Ryde and practices in the property, estate planning, commercial law and commercial litigation areas and has acted for many clients within the Parramatta Local Council area for a period of almost 33 years. Craig is a long serving member of Epping Rotary and a Director of Bendigo Community Bank North Epping. He is also a Director of the Centre for Disability Studies at Sydney University.

## MARK BIRKINSHAW

Mark is a Director of Transport Ideas, a Sydney based professional services consultancy practice. Mark has more than 30 years’ experience in passenger transport, freight logistics and management consulting across government and private sector organisations. Mark’s career covers national and international experience in business development, commercialisation, innovation and consulting. Mark is a past State Chairman and current Fellow of The Chartered Institute of Logistics and Transport Australia. Mark is also active on the Members Forum of the Ethnic Communities Council of NSW. Mark is a passionate fan of the Western Sydney Wanderers, fond supporter of the Parramatta Eels and active in consulting the community on their needs for Western Sydney venues.

## ERN PHANG

Ern is a lawyer with Phang Legal, a Parramatta law firm and practices mainly in property law and business law. Ern is also an experienced Director and Company Secretary having served on the boards of not for profit organisations in Sydney and Melbourne. Ern is a past recipient of the Sydney Mid West Volunteer of the Year Award and Law Society President’s Award for his work within the local community. Ern brings his passion for people and Western Sydney, as well as his legal expertise and commercial acumen to the role on the Western Sydney Local Venues Council.

## KAREN GREGA

Being the CEO of Sydney Olympic Park Business Association, Karen works with major Park venues and local businesses. Her sporting experience includes CEO of the inaugural Maccabi Australia International Games, commercial management roles with the International Cricket Council and Scottish Premier League Club, Dunfermline Athletic FC, Acting Media Manager with Sydney FC in the A-League and various General Manager roles with the Sydney Cricket and Sports Ground Trust. Karen has a Bachelor of Business Communications degree and is a former lecturer at the VMA Venue Management School.

## JIM TAGGART

Jim has a Masters Degree in Commerce, a Diploma of Teaching, a Bachelor and a Masters degree in Arts and a Doctorate in Business Administration. Jim has lived in the Hills District for more than 32 years and has been actively involved in a wide range of community activities including the Salvation Army’s Red Shield Appeal. He was the Vice President of the Regional Chamber of Commerce 1999 – 2000 and is a past board member of Gilroy and Marion Colleges. He is a past Chair of the Sydney Hills Business Chamber.



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