

Public Works Committee

Sydney stadiums strategy

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Terms of reference

1. That the Public Works Committee inquire into and report on the Government's Sydney stadiums strategy, and in particular:
 - a) the process by which the Government developed the strategy, including the input provided by Infrastructure NSW, Venues NSW, the Sydney Cricket Ground Trust and other government agencies,
 - b) modelling or cost benefit analyses that informed the strategy, including the compliance of such modelling or analyses with the Restart NSW Fund Act 2011,
 - c) economic and social justifications for the strategy, including experiences in other jurisdictions and relevant academic literature,
 - d) the development and planning assessment process for Sydney's sports stadiums, including opportunities for public input,
 - e) the management and adequacy of safety and maintenance at Allianz Stadium,
 - f) attendance rates at Sydney's sports stadiums and whether patrons are from Sydney, regional New South Wales, interstate or overseas,
 - g) the total cost of the strategy, including acquisition, demolition, construction, compensation to sports clubs and associations, and the reasons for increases in costs,
 - h) the impacts of the strategy on the community, including users of the Parramatta Memorial Pool and Parramatta Park, and proposed mitigation strategies,
 - i) options to protect, preserve and expand green space at Moore Park, and
 - j) any other related matter.
2. That the committee report by 28 September 2018.

The terms of reference were self-referred by the committee on 10 April 2018.¹

¹ *Minutes*, NSW Legislative Council, 10 April 2018, p 2403.

Committee details

Committee members

The Hon Robert Brown MLC	Shooters, Fishers and Farmers Party	<i>Chair</i>
Mr Justin Field MLC*	The Greens	
The Hon John Graham MLC	Australian Labor Party	
The Hon Trevor Khan MLC	The Nationals	
Mr Scot MacDonald MLC	Liberal Party	
The Hon Taylor Martin MLC	Liberal Party	
The Hon Lynda Voltz MLC	Australian Labor Party	

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* Mr Justin Field MLC substituted for Dr Mehreen Faruqi until 14 August 2018. Mr Justin Field MLC substituted for Ms Cate Faehrmann MLC from 18 September 2018.

Chair's foreword

This inquiry was established to examine the process by which the NSW Government's stadia strategy was developed; the justifications on which the strategy was based; the development and planning assessment process for the stadiums; and projected costs in order to increase transparency for the community.

The committee has found that projects announced under the government's stadia strategy have not met the government's own infrastructure spending criteria. The committee has also found that the NSW Government's failure to prioritise the release of business cases or other quality assurance processes in support of the stadia strategy has understandably led many in the community to question the government's motives in prioritising stadia, and the claimed benefits that superior stadia will deliver to New South Wales. In response, the committee has made several recommendations, including an independent audit of the assumptions contained in the business cases for the various stadia, and referral of the government's cost benefit analysis model to the Public Accountability Committee for further assessment.

Key to the committee's deliberation has been its consideration of the current proposed timetable for works. On the evidence received, the committee has found that the significant safety and security concerns at the Sydney Football Stadium require immediate attention, and support the case to proceed with the demolition and rebuild of a facility in the Moore Park precinct.

However, the committee is mindful that the final business case for the refurbishment works at Stadium Australia will not be finalised until early 2019. By this time, works at Sydney Football Stadium will have commenced and lessons may be learnt during the rollout that could inform the works at Stadium Australia. The committee has therefore recommended that the government not proceed with the redevelopment of Stadium Australia until construction of the new Sydney Football Stadium is completed. Postponing these works will also provide opportunity for the government to undertake comprehensive community consultation on the project.

The committee has also made recommendations to address the need for a new indoor sporting arena, or refurbishment of an existing facility; to fully fund the design and construction of a replacement pool for the people of Parramatta, who have been without a facility since pool was demolished to facilitate construction of the new Western Sydney Stadium; and to establish a single governing entity for the various stadia that are the focus of the government's current strategy.

On a personal note, I make the following observations regarding the whole concept of 'massive Sydney investment in a truncated timetable vs overall state needs'.

Having travelled extensively in rural New South Wales, particularly during this year of extended relentless drought, it has become apparent to me that there is widespread disapproval of the government's 'stadiums strategy'. I have even heard the 'four-stadia-now' policy of the government being likened to Roman era 'circuses for the mob'.

Such is the almost universal feeling of inequity being expressed in rural New South Wales.

Having got that off my chest, and on behalf of the committee, may I express the committee's gratitude to all who participated in this inquiry. I would like to thank all members of the committee, the committee secretariat and Hansard for their professional support during this inquiry.

I note that on 26 September 2018, the House resolved to require that the NSW Government provide the response to this report by 28 February 2019. I look forward to receiving that response.

A handwritten signature in blue ink, appearing to read 'Robert Brown', with a large, stylized initial 'R'.

Hon Robert Brown MLC
Committee Chair

Findings

- Finding 1** 18
The committee finds that the various justifications put forward in support of capital investment in stadia infrastructure are sound, including growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation.
- Finding 2** 18
That the NSW Government's failure to prioritise the release of business cases or other quality assurance processes, understandably led many in the community to question the government's motives in prioritising stadia, and also the claimed benefits that superior stadia will deliver to New South Wales.
- Finding 3** 35
That the projects announced under the NSW Government's stadia strategy have not met the government's own infrastructure spending criteria.
- Finding 4** 35
That the NSW Government has undermined public confidence in the decision making process by proceeding with the chosen stadia strategy, prior to completing or full public disclosure of detailed business cases.
- Finding 5** 36
The committee is convinced that the safety and security concerns identified at the Sydney Football Stadium are of significance and require immediate attention.
- Finding 6** 36
The committee finds that the safety and security concerns at the Sydney Football Stadium support the case to proceed with the demolition and rebuild of the stadium facility in the Moore Park precinct.
- Finding 7** 59
That the NSW Government did not provide sufficient opportunities for thorough community consultation and input to inform the development and planning process for the Sydney stadiums strategy.
- Finding 8** 61
That the demolition of the Parramatta and District War Memorial Pool for the Western Sydney Stadium, without first providing an alternative facility, has severely disadvantaged the people of Parramatta.

Recommendations

- Recommendation 1** 19
That the NSW Government as soon as possible release the indoor arena feasibility study to the community in full, for review and public consultation.
- Recommendation 2** 19
That the NSW Government prioritise either the refurbishment of an existing sporting arena, or construction of a new indoor facility, with adequate capacity to meet the requirements of a wide variety of sporting codes.
- Recommendation 3** 19
The NSW Government ensure that hire fees for either a new indoor arena or a refurbished, existing venue are reasonable and affordable.
- Recommendation 4** 20
That a single governing entity be established for the Sydney Cricket Ground, Sydney Football Stadium, Stadium Australia, the new Western Sydney Stadium and other stadia identified in the *Rebuilding the Major Stadia Network* strategy document.
- Recommendation 5** 36
That the NSW Government refer its approach to cost benefit analysis and its use in major government infrastructure decisions to the Public Accountability Committee to review its effectiveness and ability to meaningfully assess value of major infrastructure projects to the New South Wales community, and to consider the various options available to government for public investment.
- Recommendation 6** 37
That the Department of Planning and Environment have due regard in its assessment of the planning proposal to knock down and rebuild the Sydney Football Stadium of the questionable assumptions that underpin the business case and the significance of local impacts that would result from an approval.
- Recommendation 7** 37
That the NSW Government not proceed with the redevelopment of Stadium Australia until construction of the new Sydney Football Stadium is completed.
- Recommendation 8** 46
That the NSW Government immediately commission an independent audit of the assumptions contained in the various business cases for stadia and publish the results of the audit on the Infrastructure NSW website.
- Recommendation 9** 60
That the NSW Government conduct a roundtable with community organisations, government agencies and other key stakeholders to review and improve the effectiveness of traffic management practices during and post redevelopment of Sydney Football Stadium.

Recommendation 10

61

That the NSW Government fully fund the design and construction of a replacement pool for the people of Parramatta as a matter of priority.

Conduct of inquiry

The terms of reference for the inquiry were self-referred by the committee on 10 April 2018.

The committee received 330 submissions.

The committee held three public hearings at Parliament House in Sydney.

Inquiry related documents are available on the committee's website, including submissions, hearing transcripts, tabled documents and answers to questions on notice.

Chapter 1 Stadia strategy for New South Wales

This chapter introduces the NSW Government's Stadia Network strategy and discusses the process by which it was developed.

Rebuilding the major stadia network

- 1.1 This section will present the process and timeline of the NSW Government's stadia strategy. In this report the Sydney Football Stadium is also referred to as Allianz Stadium and Stadium Australia is also referred to ANZ Stadium when directly quoting sources.

Timeline of events

- 1.2 In 2011, the Department of Premier and Cabinet released *NSW 2021: A plan to make NSW number one*, which put forward 32 goals to be achieved over 10 years. One of the goals was to enhance cultural, creative, sporting and recreation opportunities through the development of a New South Wales stadium strategy. This strategy would guide:

government investment in facilities with the aim to deliver improved community access, cater for multi-purpose usage, offer improved facilities for participants and spectators and improve the competitive position of NSW when bidding for events.²

2012 NSW Stadia Strategy

- 1.3 In November 2012, the then Minister for Sport and Recreation, the Hon Graham Annesley MP, announced the NSW Stadia Strategy to 'help guide future development, planning and investment in NSW major sporting venues'.³ The strategy was prepared by the former Office of Communities.
- 1.4 The *2012 NSW Stadia Strategy* provided a clear direction for future capital investment for stadia to ensure:
- Facilities for participants and spectators are improved
 - Venues cater for multi-purpose sport and community use
 - NSW becomes Australia's preferred location for major national and international events.⁴
- 1.5 The *2012 NSW Stadia Strategy* identified a number of concerns, including:
- the number of stadia in the Greater Sydney region many of which were underutilised
 - the perceived inferior facilities and match day experience in comparison to those available in other states
 - ad hoc investment in stadia by government

² NSW Government, *NSW 2021: A plan to make NSW number one* (2011), p 51.

³ Media release, Hon Graham Annesley MP, Minister for Sport and Recreation, 'NSW Stadia strategy to grow major events and tourism', 26 November 2012.

⁴ NSW Government Office of Communities, *Stadia Strategy 2012*, p 3.

- the need to maintain the competitiveness of New South Wales when bidding for major events.⁵

1.6 The 2012 NSW Stadia Strategy proposed a 'hub/precinct model' similar to that adopted in Victoria as the way forward for future development of New South Wales stadia. The hub/precinct model is regarded as 'leading practice for stadia provision' and comprises of a 'small number of high quality, centrally located and adequately sized stadia with good transport access and a surrounding entertainment precinct, creating a quality spectator experience and year-round use'. In turn, these stadia are then supported by 'smaller decentralised venues that provide dedicated elite training facilities and allow for the intersection of elite sport and community use'.⁶

2014 Infrastructure NSW support for the strategy

1.7 In 2014, Infrastructure NSW released an update to the NSW Government's 2012 State Infrastructure Strategy which had set out the government's vision for state infrastructure to 2032. The 2014 update identified how proceeds from the Rebuilding NSW initiative could be spent.

1.8 The 2014 State Infrastructure Strategy Update viewed the 2012 NSW Stadia Strategy as a 'sound basis for planning the State's high level sporting infrastructure'. It recommended that \$600 million from the Rebuilding NSW initiative be reserved for the Sports Stadia Infrastructure program.⁷

1.9 The State Infrastructure Strategy Update 2014 recommended that the NSW Government complete upgrades to the Moore Park Precinct, focusing on the Sydney Football Stadium; review major stadium alternatives in the Parramatta/Homebush area to address the need for a high profile rectangular sports stadium before finalising stadia investment; commence planning for an outer Western Sydney Stadium to be built in the longer term; and explore options for a multi-use indoor arena in a strategic Sydney location.⁸

Formation of the Stadia Strategy Steering Group

1.10 In January 2015, the Minister for Sport, the Hon Stuart Ayres MP, formed a Stadia Strategy Steering Group to 'provide advice to Government on the location, scope, capacity and sequencing of key stadia projects in the Moore Park Precinct and Parramatta/Sydney Olympic Park'.⁹ Other matters within the remit of the Steering Group included:

strategies to achieve optimal outcomes from stadia network; strategies to improve asset utilisation and return on New South Wales Government investments in financial,

⁵ NSW Government Office of Communities, Stadia Strategy 2012, p 6 and 8.

⁶ NSW Government Office of Communities, Stadia Strategy 2012, pp 13-14.

⁷ The Rebuilding NSW initiative is the NSW Government's \$20 billion infrastructure program to improve communities via public transport and roads, education, health, culture and sport and water security. Infrastructure NSW, *State Infrastructure Strategy Update 2014*, p 132.

⁸ Infrastructure NSW, *State Infrastructure Strategy Update 2014*, p 115.

⁹ Office of Sport, Stadia Strategy Implementation Report (2015), p 7, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

economic and social terms; the potential options for an outer Western Sydney stadium in the future; and suggested principles to improve governance arrangements for New South Wales stadia in the future.¹⁰

- 1.11** The Stadia Strategy Steering Group consisted of: Mr John Brogden as an Independent Chairman; Mr Tony Shepherd AO, the Chairman of the Sydney Cricket and Sports Ground Trust; Mr John Quayle, Chairman of Venues NSW; and Mr Daryl Kerry, Managing Director of ANZ Stadium.¹¹
- 1.12** To inform the work of the Steering Group, meetings with key stakeholders were held with a survey also used to facilitate engagement. Various sporting codes, government departments and agencies, operators of Sydney stadiums, and other organisations provided input and feedback on the implementation of the Stadia Strategy.¹²
- 1.13** In August 2015, the Steering Group released a *Stadia Strategy Implementation Report* based on those consultations. The report made five recommendations concerning five identified priority infrastructure projects for stadia to be completed within the next 10 to 15 years as outlined in table 1.
- 1.14** The government agreed with the report's recommendations to prioritise the demolition and construction of new stadiums at Parramatta, the government has not, to date, adopted recommendations to construct a new indoor sporting arena or to establish a single governing entity for stadia. The government also chose not to incorporate the report's recommendation to install a roof at Stadium Australia into its plans for refurbishment, discussed at paragraph 1.25.

¹⁰ Evidence, Mr John Brogden, Former Chairman, Stadia Strategy Steering Committee, 29 June 2018, p 41.

¹¹ Evidence, Mr John Brogden, Former Chairman, Stadia Strategy Steering Committee, 29 June 2018, p 41.

¹² Office of Sport, Stadia Strategy Implementation Report (2015), p 8, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

Table 1 Recommendations of the *Stadia Strategy Implementation Report*¹³

Recommendation 1	
Priority 1 Immediate	Construct a new dedicated rectangular stadium in Central Western Sydney with a capacity of 30,000 seats to host Rugby League, Rugby Union, Football matches and concerts to replace the existing Parramatta Stadium.
Priority 2 3 to 5 years	Construct Australia's largest, dedicated world-class rectangular stadium near the Sydney CBD with a capacity of 55,000 to 60,000 seats to host Rugby League, Rugby Union, Football matches and concerts in the Moore Park precinct to replace the existing Sydney Football Stadium.
Priority 3 3 to 5 years	Construct a 15,000 seat indoor sporting arena in or around the Sydney CBD for major indoor sporting events including tennis, basketball and netball. With the Sydney Entertainment Centre being demolished in December 2015, and its replacement in Darling Harbour being a theatre style venue not suitable for basketball or other sports such as indoor tennis, this closure leaves the Sydney CBD with no major indoor sports facility.
Priority 4 5 to 8 years	Upgrade Stadium Australia with the installation of a roof to provide Sydney with Australia's largest roofed stadium, increasing the opportunity for content in Sydney's largest stadium. Consider constructing retractable seating in the lower bowl to allow for rectangular sports.
Priority 5 10 to 15 years	Construct a new dedicated rectangular stadium in Greater Western Sydney with a capacity of 30,000 depending on present and forecast sporting and event requirements.
Recommendation 2 Funding for the Stadia Strategy to be sought from Rebuilding NSW, borrowings by the Sydney Cricket and Sports Ground Trust, the capitalisation of surplus Sydney Olympic Park Authority lands and contributions from the major sporting codes.	
Recommendation 3 A commitment from major sporting codes to move a significant number of events to modern stadiums to ensure the commercial viability of each of the stadia.	
Recommendation 4 A single governing entity be established for the Sydney Cricket Ground, Sydney Football Stadium, Stadium Australia, Parramatta Stadium, the new 15,000 seat indoor facility and the new Greater Western Sydney Stadium.	
Recommendation 5 A detailed implementation plan be developed to manage design durations, venue management during construction, statutory and regulatory requirements, authority approval needs, governance changes and construction durations.	

- 1.15 In response to questions from the committee as to the merits of one government structure for the whole stadia network, Mr Paul Doorn, Chief Executive Officer of Venues NSW, observed that 'in view of the complicated nature of running a stadia network, it is important to be able to have a holistic view'.¹⁴ Mr John Brogden, Independent Chairman of the Stadia Strategy Steering Group, also stressed that one of the clear prerequisites to any movement forward in regard to

¹³ Office of Sport, Stadia Strategy Implementation Report (2015), https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

¹⁴ Evidence, Mr Paul Doorn, Chief Executive Officer, Venues NSW, 8 June 2018, p 17.

the stadia network was for governance arrangements and the ownership arrangements to be addressed.¹⁵ The Steering Group was of the view that a single government entity would ensure competitive neutrality across the stadia for government.¹⁶

1.16 In the view of the Stadia Strategy Steering Committee a new agency replacing the Sydney Olympic Park Authority (Stadium Australia), Venues NSW (Parramatta Stadium, Wollongong Stadium and Hunter Stadium) and the Sydney Cricket and Sports Ground Trust (Sydney Football Stadium and Sydney Cricket Ground), would have several important roles. This included:

- Provide a whole of Government approach to venue development/redevelopment, venue utilisation and commercialisation
- Negotiate with hirers on an integrated basis, to allow for the allocation of content to the most appropriate stadia (within certain parameters to be agreed with the codes i.e. best fit)
- Improve financial performance of all stadia/precincts
- Decrease ongoing stadia operational costs through the adoption of a shared services model for certain activities, and improving the commercial viability of all stadia; and
- Be responsible for the development of sustainable master plans, where commercial developments are used to offset the cost of future stadia improvements and the sale or development of land in a surrounding precinct, such as the capitalisation of the lands surrounding Hunter Stadium in Newcastle or the lands associated with the stadium in Wollongong.¹⁷

2015 Rebuilding the Major Stadia Network announcement

1.17 In September 2015, the NSW Government announced *Rebuilding the Major Stadia Network*, a policy announcement conceptualising the future of Sydney's stadiums. With more than \$1 billion to be invested in the stadia network this signaled the 'biggest investment in sport and major event infrastructure in NSW since the 2000 Sydney Olympics'.¹⁸

1.18 Under the *Rebuilding the Major Stadia Network* strategy, the government would deliver:

- A new rectangular stadium at Parramatta with 30,000 seats
- A new rectangular stadium at Moore Park with 50,000 to 55,000 seats
- The redevelopment of Stadium Australia which may include a retractable roof
- A new indoor arena near the CBD

¹⁵ Evidence, Mr John Brogden, former Chairman, Stadia Strategy Steering Committee, 29 June 2018, p 45.

¹⁶ Office of Sport, Stadia Strategy Implementation Report (2015), p 14, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

¹⁷ Office of Sport, Stadia Strategy Implementation Report (2015), p 14, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

¹⁸ Office of Sport, News, 'Govt announces major investment in stadia network and releases the Stadia Strategy Implementation Report', September 2015, <https://sportandrecreation.nsw.gov.au/news/govt-announces-major-investment-stadia-network>.

- A new outer Western Sydney sporting venue
- The completion of the SCG upgrade.¹⁹

1.19 Also in September 2015, the then Premier, the Hon Mike Baird MP, and the Minister for Sport, the Hon Stuart Ayres MP, announced that the new rectangular stadium at Parramatta would be the first project delivered under the stadia network. Mr Ayres stressed that all proposed stadia upgrades were 'contingent upon final business cases, design work and the NSW Government reaching content agreements with the sporting codes to ensure matches are spread across the stadium network'.²⁰

Progress on stadia network

1.20 In April 2016, the then Premier, the Hon Mike Baird MP and Minister for Sport, the Hon Stuart Ayres MP, announced that the 'transformation of ANZ Stadium into a world-class rectangular venue will be fast-tracked' with the work to begin in the current term of government.²¹ The government also announced that it would purchase the current lease of the ANZ Stadium to facilitate this reconfiguration, alongside the allocation of funding for NRL Centres of Excellence as part of the stadia strategy.

1.21 In December 2016, the contract for the design and construction of the Western Sydney Stadium in Parramatta was won by Lendlease.²² Construction of the new stadium including the demolition of both the 20,700 seat Parramatta Stadium (Pirtek Stadium) and the Parramatta Memorial Pool which began in early 2017.²³ Construction of the new Western Sydney Stadium commenced in October 2017, with the new stadium scheduled to open in early 2019.²⁴

1.22 In March 2017, the NSW Government released the *Closure of Parramatta Swimming Centre – Interim Recreation Swimming Pool Management Plan*, as a mitigation strategy to reduce the impact of the pool's closure for residents. It was subsequently revised in May 2018 and then again in August

¹⁹ Office of Sport, News, 'Govt announces major investment in stadia network and releases the Stadia Strategy Implementation Report', September 2015, <https://sportandrecreation.nsw.gov.au/news/govt-announces-major-investment-stadia-network>.

²⁰ Media release, Hon Mike Baird MP, Premier, 'Massive investment in new stadia for Sydney', 4 September 2015. <https://www.nsw.gov.au/your-government/the-premier/media-releases-from-the-premier/massive-investment-in-new-stadia-for-sydney/>

²¹ Media release, Hon Mike Baird MP, Premier, 'Rebuilding Sydney's stadiums', 14 April 2016. <https://www.nsw.gov.au/your-government/the-premier/media-releases-from-the-premier/rebuilding-sydneys-stadiums/>.

²² Media release, Hon Mike Baird MP, Premier, 'Winning design unveiled for new Parramatta Stadium', 8 December 2016. <http://www.venuesnsw.com/media-release/winning-design-unveiled-for-new-parramatta-stadium>.

²³ Media release, Hon Mike Baird MP, Premier, 'Winning design unveiled for new Parramatta Stadium', 8 December 2016. <http://www.venuesnsw.com/media-release/winning-design-unveiled-for-new-parramatta-stadium>; Infrastructure NSW, Western Sydney Stadium, <http://infrastructure.nsw.gov.au/projects-nsw/western-sydney-stadium.aspx>.

²⁴ Media release, Hon Gladys Berejiklian MP, Premier, 'Work starts on Western Sydney home of sport', 6 October 2018, <http://www.venuesnsw.com/media-release/work-starts-on-western-sydney-home-of-sport>.

2018.²⁵ The *Interim Recreation Swimming Pool Management Plan* and the replacement pool will be discussed in further detail in chapter 3.

- 1.23** In April 2017, the NSW Government approved the Commerciality Framework for the NSW Government's Stadia Network. The framework was designed to encourage commercial operations of the government's stadia networks and provide the strategic basis for the facilities operated by Venues NSW and the Sydney Cricket and Sports Ground Trust to operate both individually and as part of the network.²⁶

2017 Premier's announcement

- 1.24** Premier Gladys Berejiklian announced in November 2017 that both the Sydney Football Stadium (Allianz) and Stadium Australia (ANZ) would be 'rebuilt and transformed into world-class facilities ... ensur[ing] NSW remains the number one destination for major sporting and entertainment events'.²⁷ This would involve the demolition of the two existing stadiums and the construction of a:

- new 45,000-seat stadium to replace Allianz Stadium at an estimated cost of \$705 million
- new 75,000-seat rectangular stadium to replace ANZ Stadium at an estimated cost of \$1.25 billion.²⁸

- 1.25** This announcement, however was made prior to any business case being developed to either justify the projects or support concurrent construction of two new stadiums.

- 1.26** The NSW Government's plans to demolish and rebuild both Allianz and ANZ Stadiums at a reported cost of nearly \$2 billion received considerable public opposition, as reported in the media.²⁹ These articles stated that opposition to the project ranged from concerns regarding the commitment of tax payer's money to projects for which full business cases had not been published to justify the spending; to suggestions that the money could be spent on lowering registration fees for children's sports or funding community sports facilities and arguments that

²⁵ Infrastructure NSW and City of Parramatta, *Closure of Parramatta Swimming Centre - Interim Recreation Swimming Pool Management Plan*, August 2018, p 3, http://infrastructure.nsw.gov.au/media/1700/interim-recreation-swimming-pool-management-plan_version-c-final_web.pdf.

²⁶ Submission 289, NSW Government, p 5.

²⁷ Media release, Hon Gladys Berejiklian MP, Premier, 'World-class stadiums to bring premium events to NSW', 24 November 2017, <http://www.venuesnsw.com/media-release/world-class-stadiums-to-bring-premium-events-to-nsw>.

²⁸ Media release, Hon Gladys Berejiklian MP, Premier, 'World-class stadiums to bring premium events to NSW', 24 November 2017, <http://www.venuesnsw.com/media-release/world-class-stadiums-to-bring-premium-events-to-nsw>.

²⁹ See Josh Dye, 'Petition calls on NSW government to scrap \$2 billion stadium rebuild plans' Sydney Morning Herald, 3 December 2017, <https://www.smh.com.au/national/nsw/petition-calls-on-nsw-government-to-scrap-stadium-rebuild-plans-20171203-gzxsle.html>; Alexis Carey, 'Backlash grows over NSW Government's \$2 billion stadium 'scam'', News.com.au, 4 December 2017, <https://www.news.com.au/finance/economy/australian-economy/backlash-grows-over-nsw-governments-2-billion-stadium-scam/news-story/b06ef337c76ca8a4828e9c6d18b39142>.

the money could be better spent on hospitals, schools, homeless shelters and other community resources.³⁰

2018 revision

- 1.27** In March 2018, the NSW Government revised the *Rebuilding the Major Stadia Network* strategy in response to the business cases prepared by Infrastructure NSW, announcing that only Allianz Stadium would be redeveloped as a 40,000-45,000 seat stadium, while ANZ Stadium would be refurbished as a 70,000 seat stadium.³¹ It should be noted however that it was made clear to the committee that a final business case for ANZ Stadium has not been completed, but is expected in 2019.³²
- 1.28** Also in March 2018, Infrastructure NSW released the *State Infrastructure Strategy 2018-2038* which included, amongst other things, a recommendation that by mid 2018 the NSW Office of Sport complete a State Sport Infrastructure Strategy, a whole-of-sector, evidence based investment framework and management plan.³³
- 1.29** The development and planning processes, community consultation and perceived impacts of the above stadiums will be discussed in chapter 3. The business cases for all three stadiums will be examined in chapter 2.

A new indoor sports arena

- 1.30** As noted at paragraph 1.18, under the *Rebuilding the Major Stadia Network* strategy, the government committed to delivering a new indoor arena near the CBD.³⁴
- 1.31** The *Stadia Strategy Implementation Report*, prepared by the Stadia Strategy Steering Group, recommended that this be a 15,000 seat indoor sporting arena in or around the CBD for major sporting events including tennis, basketball and netball. This was deemed the most appropriate solution as the Sydney Entertainment Centre had been demolished in 2015, its land sold for private development, and its replacement, the International Convention Centre, was a theatre

³⁰ See Josh Dye, 'Petition calls on NSW government to scrap \$2 billion stadium rebuild plans' Sydney Morning Herald, 3 December 2017, <https://www.smh.com.au/national/nsw/petition-calls-on-nsw-government-to-scrap-stadium-rebuild-plans-20171203-gzxsle.html>; Alexis Carey, 'Backlash grows over NSW Government's \$2 billion stadium 'scam'', News.com.au, 4 December 2017, <https://www.news.com.au/finance/economy/australian-economy/backlash-grows-over-nsw-governments-2-billion-stadium-scam/news-story/b06ef337c76ca8a4828e9c6d18b39142>.

³¹ Office of Sport, NSW Stadia Network, <https://sport.nsw.gov.au/aboutus/OOS/SIG/nsw-stadia-network>; Media release, Hon Gladys Berejiklian MP, Premier, 'ANZ refurbishment to save taxpayers \$500 million', 29 March 2018, <https://www.nsw.gov.au/your-government/the-premier/media-releases-from-the-premier/anz-refurbishment-to-save-taxpayers-500-million/>.

³² Evidence, the Honourable Stuart Ayres MP, Portfolio Committee No. 5 – Industry and Transport, Budget Estimates 2018-2019, 7 September 2018, p 4.

³³ Submission 289, NSW Government, p 5.

³⁴ Office of Sport, News, 'Govt announces major investment in stadia network and releases the Stadia Strategy Implementation Report', September 2015, <https://sportandrecreation.nsw.gov.au/news/govt-announces-major-investment-stadia-network>.

style venue not suitable for basketball or other sports such as indoor tennis, leaving Sydney without a major indoor sports facility.³⁵

- 1.32** The committee heard that, unlike the plans for the three aforementioned stadiums, plans for a new indoor arena have not progressed at the same rate.
- 1.33** The NSW Government allocated \$500,000 from the Sports and Cultural Fund for the Office of Sport to conduct 'feasibility, design, and concept work for an indoor sports arena near the Sydney CBD'.³⁶ This work commenced in commenced in January 2017 with key stakeholders including a range of sports, government agencies and venue operators.³⁷
- 1.34** During Budget Estimates 2018-2019, the Minister for Sport, the Hon Stuart Ayres MP, provided additional information about the implementation of the Sydney stadium strategy, including in relation to investment in an additional indoor facility and the capacity of that facility'.³⁸
- 1.35** While this feasibility work has been completed, the NSW Government has not released this information, claiming it to be 'cabinet in confidence'.³⁹

Case study: The importance of an indoor arena⁴⁰

According to Basketball NSW there is 'at least \$500 million worth of new building or repairs in the indoor multi-sport space. This ranges from end-of-life buildings in regional New South Wales to the need for State centres of excellence'. Ms Maria Nordstrom, Chief Executive Officer, Basketball NSW, argued that the NSW Government needs to balance the severe need for public indoor sport facilities against the budget used for the three major Sydney stadiums. Likewise, Netball NSW highlighted that recent government discussions and budget forecasts have not included the development of an indoor sports stadium in Sydney, as originally promised in the *Rebuilding the Major Stadia Network*.

Netball NSW observed that the 'NSW Stadia Strategy appears to be limited to those developments servicing professional, predominantly male, field based football codes'. Netball NSW claimed the NSW Government had a narrow definition of what stadiums encompass and for whom, arguing that stadiums:

do not singularly refer to field or ground based facilities utilised (or configured) for football codes. 'Stadia' more broadly applied, includes any field, court, stage or even

³⁵ Office of Sport, Stadia Strategy Implementation Report (2015), p 10, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

³⁶ NSW Office of Sport, *Indoor arena feasibility*, <https://sport.nsw.gov.au/aboutus/OOS/SIG/Indoorarena>.

³⁷ Submission 289, NSW Government, p 6; Answers to question on notice, NSW Government, 27 July 2018, p 3; NSW Office of Sport, *Indoor arena feasibility*, <https://sport.nsw.gov.au/aboutus/OOS/SIG/Indoorarena>.

³⁸ Evidence, the Honourable Stuart Ayres MP, Portfolio Committee No. 5 – Industry and Transport, Budget Estimates 2018-2019, 7 September 2018, pp 12-13.

³⁹ Submission 289, NSW Government, p 6; Answers to question on notice, NSW Government, 27 July 2018, p 3.

⁴⁰ Evidence, Ms Maria Nordstrom, Chief Executive Officer, Basketball NSW, 29 June 2018, p 57; Submission 255, Netball NSW, pp 5, 6, 10, 12, 14, 15; Evidence, Ms Louise Sullivan, President, Netball NSW, 29 June 2018, pp 50-51, 53

pool that enables spectators to view the competition or production by means of seating or standing areas staggered in such a way as to provide a 'stadium' effect, surrounding the playing area or stage.

According to Ms Louise Sullivan, President, Netball NSW, this has worked to the detriment of certain sporting codes. Ms Sullivan noted observed that, at present, the Sydney Basin does not offer indoor sporting venues of the appropriate size, at an affordable and appropriate price, 'to enable premier women's sport ... to be financially profitable, and thus ensure future sports growth'.

Ms Sullivan argued that the restraints imposed by the lack of adequate venues had impeded the ability of Netball NSW to grow the sport, leading to a noticeable catch 22 situation: 'we cannot expand membership numbers when we are restrained potentially playing at small venues, and to go to the available large venues is too expensive and we lose money'.

Netball NSW recommended that the Sydney Olympic Park Tennis Centre, which has a capacity of 10,500, be redeveloped with a roof as a 'cost effective and timely way to ensure sports requiring an indoor stadium are able to access one'. The organisation argued that construction of a canopy style fixture over the Ken Rosewall Arena at an estimated cost of approximately \$20 million could be delivered within 12-18 months and open the venue to the use of a number of other sports, including basketball, badminton, volleyball, table tennis, football (futsal), roller derby, tennis, weightlifting, martial art sports or boxing.

Justifications for the stadia strategy

This section considers the various economic, social and other justifications proffered for the stadia strategy, including comparisons to other jurisdictions who have undertaken similar stadia upgrade programs.

Best practice benchmarking

- 1.36** The *2015 Stadia Strategy Implementation Report* concluded that existing major stadia 'no longer meet international best practice standards in terms of stadia design, putting NSW at risk to other competitors in Australia (and the wider region) to retain and attract events to this State'.⁴¹ These sentiments were supported by a number of inquiry participants, including those representing the major sporting codes.
- 1.37** Mr Matt Miller, Chief Executive Officer, Office of Sport, observed that despite Sydney being a global city, 'some of our major facilities simply do not stack up' with a 'legacy of underinvestment in sport infrastructure'. He argued that this underinvestment has led to stadia being unable to cater for both current market and sector needs as observed at Allianz Stadium during the Rugby Test Match between Australia and Ireland where attendees received a 'very poor spectator experience'.⁴²

⁴¹ Office of Sport, *Stadia Strategy Implementation Report* (2015), p 6, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

⁴² Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 29 June 2018, p 14; Tabled document, Mr David Blackett, Director, Blackett Maguire + Goldsmith, Sydney Morning Herald article 'Crushing disappointment: Test farce showed Allianz just can't handle the strain', 29 June 2018.

- 1.38** The Australian Rugby Union provided correspondence from four spectators who attended the Rugby Test Match in June 2018, some of whom demanded a refund of their tickets. Spectators claimed access to the stadium was 'chaotic and extremely unsafe' resulting in side gates being opened to relieve the concentration of the crowds, allowing anyone with or without a ticket to enter, and that staff appeared to be poorly trained in equipment.⁴³ Patrons also argued that they had to wait 20-30 minutes in queues to access their seats as well as queue for similar lengths of time for food, beverages and toilets. This meant that patrons missed out on a substantial amount of the game itself. Spectators described their experience at the game as 'terrible', 'very poor', and 'extremely disappoint[ing]'.⁴⁴
- 1.39** Mr Miller asserted that New South Wales is facing 'increased competition from other governments investing in their stadia' and that if New South Wales did not invest in its stadia, like other states, it would run the risk of losing its existing content to other jurisdictions.⁴⁵
- 1.40** Similar sentiments were expressed by Ms Raelene Castle, Chief Executive Officer, Rugby Australia who explained that with world-class stadium experiences now on offer across Australia, fan experience was a consideration that would influence content being taken away from New South Wales on a regular basis.⁴⁶
- 1.41** To demonstrate this, Ms Castle referred to instances where, embarrassed by the 'unacceptable' facilities at Allianz Stadium, she had tried to explain to visiting teams who had come from world-class stadia overseas that this was 'the environment that they have to work' in.⁴⁷
- 1.42** This was echoed by Mr Nicholas Weeks, Chief Operating Officer, National Rugby League, who insisted the current state of stadiums in Sydney did not 'provide the world-class experience our fans, members and players deserve'.⁴⁸
- 1.43** The Stadia Strategy Steering Committee expressed the view that the implications of not proceeding with the stadia upgrades include 'NSW ... progressively losing ground to the other States with regards to stadia redevelopment and its ability to secure and retain major sporting events'.⁴⁹ In support of this, the government pointed to the fact that some sporting codes have already 'indicated that major events are at risk of moving from NSW if the standard of venues is not addressed'.⁵⁰

⁴³ Answers to question on notice, Mr Anthony French, Head of Professional Rugby, Rugby Australia, 3 September 2018, pp 3-7.

⁴⁴ Answers to question on notice, Mr Anthony French, Head of Professional Rugby, Rugby Australia, 3 September 2018, pp 3-7.

⁴⁵ Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 8 June 2018, p 6.

⁴⁶ Evidence, Ms Raelene Castle, Chief Executive Officer, Rugby Australia, 6 August 2018, p 72.

⁴⁷ Evidence, Ms Raelene Castle, Chief Executive Officer, Rugby Australia, 6 August 2018, p 72.

⁴⁸ Evidence, Mr Nicholas Weeks, Chief Operating Officer, National Rugby League, 6 August 2018, p 11.

⁴⁹ Office of Sport, Stadia Strategy Implementation Report (2015), p 6, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

⁵⁰ Answers to questions on notice, NSW Government, 25 June 2018, pp 2-3.

- 1.44** Mr Mark Falvo, Chief Operating Officer, Football Federation Australia, asserted that the user experience on match day, including 'access to the venue, the amenities ... things like waiting lines and queues' can be deciding factors as to whether spectators will choose to return next time.⁵¹
- 1.45** Mr Anthony French, Head of Professional Rugby, Rugby Australia, similarly emphasised the importance of the consumer experience and argued that sport is an entertainment industry which involves 'getting repeat custom' with stadiums having either a push or pull factor for customers:

In order to be able to attract fans, stadiums need to be world class in terms of amenities and actually be an inducement for people to come to the game and become part of their consumer decision-making rather than that being a push factor away and have them saying, "Well, it's too hard to go to the football tonight because I can't buy a beer and a pie, I can't go to the bathroom—the setting experience isn't any good." We need stadiums to be part of that entertainment package and actually be an experience for the consumer.⁵²

A dedicated rectangular stadium

- 1.46** A number of inquiry participants spoke to the benefits that would flow from Sydney having a dedicated rectangular stadium.
- 1.47** The Football Federation of Australia indicated that the 'availability of world-class rectangular stadiums is essential if Australia is to successfully host international matches and tournaments in Sydney, bringing overseas and interstate visitors to NSW'.⁵³
- 1.48** According to Infrastructure NSW, the reconfiguration of Stadium Australia for rectangular sports would 'secure its future as a generator of economic activity' and could potentially have a catalytic impact on precinct development and drive substantial urban renewal.⁵⁴
- 1.49** By having a dedicated rectangular stadium the customer experience would be enhanced, thus leading to sustained revenue for Stadium Australia.
- 1.50** Mr Charles Moore, Chief Executive Officer, Sydney Olympic Park Authority was of the view that Stadium Australia was a 'key driver' to the local economy of the park, with good customer experience the priority:

Our local shopkeepers and tenants rely, to a large degree, on these large events to be able to sell coffee, ice cream and one or two beers pre and post match. From our perspective, it is very important that all of our assets provide a good customer experience, because we want them to keep coming back. We want the assets to remain

⁵¹ Evidence, Mr Mark Falvo, Chief Operating Officer, Football Federation Australia, 6 August 2018, p 22.

⁵² Evidence, Mr Anthony French, Head of Professional Rugby, Rugby Australia, 6 August 2018, pp 72-73.

⁵³ Submission 208, FFA, p 1.

⁵⁴ Infrastructure NSW, Strategic Business Case Summary: Stadium Australia Redevelopment, March 2018, pp 2-3.

competitive to ensure that we retain the existing content. Ideally, they would be in a position to be able to provide an offer that attracts new content and new visitors to drive that local economy.⁵⁵

Keeping NSW competitive: comparison with stadia in other jurisdictions

- 1.51** Inquiry participants referred to stadia investment in South Australia, Western Australia, Victoria and Queensland as benchmarks for stadia offering and to support the argument for investment in New South Wales stadia.
- 1.52** In South Australia, Adelaide Oval underwent a \$535 million refurbishment between 2012 and 2013 with the stadium having a total capacity of 53,500.⁵⁶ As a result, it has experienced increased annual attendances which remain 'considerably higher than prior to the redevelopment of the stadium'. For example, attendance at Adelaide Crows events increased 27 per cent immediately post the redevelopment while attendance Port Adelaide Power matches increased by 89 per cent in the opening year compared to the pre-redevelopment period.⁵⁷
- 1.53** Optus Stadium in Perth officially opened in January 2018 and offers a '60,000 seat, world-class, multi-purpose stadium' for a variety of sports and entertainment events.⁵⁸ The redevelopment cost \$1.1 billion.⁵⁹ In July 2018, the stadium hosted the Chelsea FC v Perth Glory football match and will also host the State of Origin Round Two match and the Bledisloe Cup in 2019.⁶⁰ It should be noted that after opening Optus Stadium in Perth, the Australian Rugby Union (ARU) revoked the licence of the Western Force Super Rugby Team, leaving Western Australia without a Super Rugby home team.
- 1.54** Suncorp Stadium in Brisbane is considered 'one of the best rectangular stadia in the world for Rugby League and Rugby Union' with a capacity of 52,500 seats.⁶¹ Following redevelopment of the stadium in 2003, average attendances for home matches of the Brisbane Broncos increased by 28 per cent which has been maintained over the past 15 years.⁶² It should be noted that the average Queensland Reds Super Rugby crowd at Suncorp Stadium for 2018 was 12,101. In 2015,

⁵⁵ Evidence, Mr Charles Moore, Chief Executive Officer, Sydney Olympic Park Authority, 8 June 2018, p 32.

⁵⁶ Government of South Australia, Department of Planning, Transport and Infrastructure, *Adelaide Oval*, https://www.infrastructure.sa.gov.au/major_projects/adelaide_riverbank_precinct/adelaide_oval; Office of Sport, Stadia Strategy Implementation Report (2015), https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf; Adelaide Oval, Fast Facts, <http://www.adelaideoval.com.au/137/fast-facts.aspx>.

⁵⁷ Answers to questions on notice, NSW Government, 25 June 2018, p 1.

⁵⁸ Optus Stadium, About Us, <https://optusstadium.com.au/about/>.

⁵⁹ Office of Sport, Stadia Strategy Implementation Report (2015), p 6, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

⁶⁰ City of Perth, Optus Stadium, <https://www.perth.wa.gov.au/optus-stadium>.

⁶¹ Office of Sport, Stadia Strategy Implementation Report (2015), p 6, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

⁶² Answers to questions on notice, NSW Government, 25 June 2018, p 2.

the average Queensland Reds crowd was 21,780, which at the time already represented a 36 per cent drop over the previous three seasons.⁶³

- 1.55** As outlined in the *2015 Stadia Strategy Implementation Report*, AAMI Park in Melbourne is a world-class event and sports administration complex.⁶⁴ At a cost of \$267.5 million, the stadium offers 30,000 spectators unobstructed views of the field of play for A-League, Rugby League and Rugby Union.⁶⁵ In addition, the NSW Government highlighted that following the redevelopment, the Melbourne Storm relocated their home matches to AAMI Park which resulted in an increase of 30 per cent of average attendances.⁶⁶
- 1.56** Mr Nicholas Weeks, Chief Operating Officer, NRL pointed to these interstate examples in support of his argument that attendance rates for events at newly built stadiums improve as a result of investment:

We have seen it at Adelaide with the Adelaide Oval redevelopment. The crowds for the two AFL teams there have gone up materially. We have seen it in Perth this year. We have seen it with the Melbourne Storm. We have seen it with the Swans and the Sydney Cricket Ground development. We are absolutely confident that new stadia will lead to growth in crowds.⁶⁷

- 1.57** Similarly, Mr Mark Falvo, Chief Operating Officer, Football Federation Australia argued that the experiences of new stadia in other jurisdictions where attendances increased, could also occur as a result of redeveloped stadia in Sydney.⁶⁸

Retention of events in NSW

- 1.58** The government argued that a key factor influencing the stadium redevelopment proposals is the government's long-term content agreements secured with a number of sporting codes in return for the significant investment in the stadia network.
- 1.59** Mr Weeks noted there was a very strong level of interest from other states to host the State of Origin and NRL grand finals. Mr Weeks advised that as a result of the NSW Government's investment in redeveloping major stadia in Sydney, the Australian Rugby League Commission had 'agreed to commit to continue to play the grand final in Sydney for 25 years' as part of a

⁶³ Chris Gary, 'Brisbane Broncos regain spot as Queensland's premier sporting club as Reds slide', *The Daily Telegraph*, 26 July 2015, <https://www.dailytelegraph.com.au/sport.nrl/teams/broncos/brisbane-broncos-regain-spot-as-queenslands-premier-sporting-club-as-reds-slide/news-story/b44cb0c6970ae2e4ba3d9033b6435de4>

⁶⁴ Office of Sport, *Stadia Strategy Implementation Report* (2015), p 6, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf.

⁶⁵ Office of Sport, *Stadia Strategy Implementation Report* (2015), p 6, https://sportandrecreation.nsw.gov.au/sites/default/files/Stadia_Strategy_Implementation_Report.pdf; AAMI Park, About AAMI Park, <https://www.aamipark.com.au/about/history/>.

⁶⁶ Answers to questions on notice, NSW Government, 25 June 2018, p 2.

⁶⁷ Evidence, Mr Nicholas Weeks, Chief Operating Officer, National Rugby League, 6 August 2018, pp 14-15.

⁶⁸ Evidence, Mr Mark Falvo, Chief Operating Officer, Football Federation Australia, 6 August 2018, p 20.

memorandum of understanding.⁶⁹ The memorandum of understanding was signed on 24 November 2017.⁷⁰

1.60 According to Mr Weeks the commitment to host both the NRL grand finals and the State of Origin for the next 25 years in Sydney 'will return close to \$1.7 billion in economic benefit to the State and city'.⁷¹

1.61 Likewise, Mr Falvo stated that Football Federation Australia (FFA) had an agreement with Destination NSW, to 2020, to 'play matches within New South Wales', and at the time the former Premier made his announcement at ANZ Stadium, the FFA stated it was likely to be renewed and extended as a result of the NSW Government's investment in the stadia network.⁷²

Economic and social benefits

1.62 According to Infrastructure NSW significant economic benefits can be generated by stadia, including:

- economic activity from sporting events through ticket sales, television and broadcast rights, advertising, sponsorship and the sale of merchandise
- the promotion of tourism, increased visitation and other tourism-related industries such as accommodation, cafes and restaurants, retail and transport.⁷³

1.63 Venues NSW viewed the decision to rebuild the stadium at Parramatta as justified on the basis that the new stadium would 'act as a major cultural and entertainment attractor that would result in direct benefits to the growth of the Parramatta CBD and Western Sydney, representing an investment of more than \$250 million'.⁷⁴

1.64 The Office of Sport agreed, stating that the stadia investment will 'drive growth in the visitor economy, realise the economic and social benefits of strong cultural and sporting sector, and support livability for the people of NSW'.⁷⁵

⁶⁹ Evidence, Mr Nicholas Weeks, Chief Operating Officer, National Rugby League, 6 August 2018, p 16.

⁷⁰ Answers to question on notice, Mr Nicholas Weeks, Chief Operating Officer, National Rugby League, 20 August 2018, p 1.

⁷¹ Evidence, Mr Nicholas Weeks, Chief Operating Officer, National Rugby League, 6 August 2018, p 16.

⁷² Evidence, Mr Mark Falvo, Chief Operating Officer, Football Federation Australia, 6 August 2018, p 20.

⁷³ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium Redevelopment, p 3.

⁷⁴ NSW Department of Planning and Environment, State Significant Development Assessment Report: The Western Sydney Stadium (Stage 2 Design and Construction), 11-13 O'Connell Street, Parramatta (SSD 8175), p 13, <https://majorprojects.accelo.com/public/04745fb355ddf188a6292cada8d0a7fa/SSD%208175%20Assessment%20Report.pdf>.

⁷⁵ Office of Sport, NSW Stadia Network, <https://sport.nsw.gov.au/aboutus/OOS/SIG/nsw-stadia-network>.

- 1.65** Mr Miller considered stadia as 'important social infrastructure' that provide social cohesion and social inclusion, through increasing 'people's pride in their community'. Mr Miller compared investment in stadia to investment in parks and arts facilities claiming, 'none would be built anywhere if you relied simply on economic grounds'.⁷⁶
- 1.66** This was supported by Mr Andrew Jones, Chief Executive Officer, Cricket NSW who was of the view that the stadiums strategy was an 'investment for the benefit of fans' with fans being the 'men, women, boys and girls from all walks of life, all backgrounds' who are brought together by sport.⁷⁷ Mr Jones also stated the stadia strategy has some consequences for Cricket NSW's training and administration headquarters, which is at the Sydney Cricket Ground just behind the members' stand and outside the current Allianz Stadium:
- Essentially our main administration building and our indoor centre, which includes our gymnasium, are being demolished. We are in active discussions with the SCG trust to relocate those. As a matter of principle, it is important to state on record the position of Cricket NSW on investment in sports infrastructure. We support investment in world-class fan-facing sports infrastructure for the benefit of the people and sports fans in New South Wales, regardless of the sport. Obviously we do not believe that that should be at the expense of cricket. In this particular case, the challenge for us is to make sure that we have at least what we have now at the SCG elsewhere in the precinct'.⁷⁸
- 1.67** According to Ms Castle, stadiums have 'a wider community impact beyond sport' by being a 'gathering place for fans to cheer on their teams, which builds social capital and contributes to civic connectivity and combats isolation'.⁷⁹
- 1.68** Mr Paul Doorn, Chief Executive Officer, Venues NSW observed it was 'increasingly important to find new ways to engage with and encourage people to go to venues'. He remarked that with the advent of in-home entertainment and theatre systems the challenge was trying to 'get people out of the home environment and along to football games or codes and other events across our stadiums'.⁸⁰

Criticisms of the stadia strategy

- 1.69** As noted at paragraph 1.24, the Premier's announcement of the government's initial plan to concurrently demolish and rebuild both Allianz and ANZ Stadiums was met with considerable opposition, as reported in the media.⁸¹ Although the government later revised this plan, and

⁷⁶ Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 29 June 2018, p 13.

⁷⁷ Evidence, Mr Andrew Jones, Chief Executive Officer, Cricket NSW, 6 August 2018, p 28.

⁷⁸ Evidence, Mr Andrew Jones, Chief Executive Officer, Cricket NSW, 6 August 2018, p 24.

⁷⁹ Evidence, Ms Raelene Castle, Chief Executive Officer, Rugby Australia, 6 August 2018, p 69.

⁸⁰ Evidence, Mr Paul Doorn, Chief Executive Officer, Venues NSW, 8 June 2018, p 25.

⁸¹ See Josh Dye, 'Petition calls on NSW government to scrap \$2 billion stadium rebuild plans' Sydney Morning Herald, 3 December 2017, <https://www.smh.com.au/national/nsw/petition-calls-on-nsw-government-to-scrap-stadium-rebuild-plans-20171203-gzxsle.html>; Alexis Carey, 'Backlash grows over NSW Government's \$2 billion stadium 'scam'', News.com.au, 4 December 2017, <https://www.news.com.au/finance/economy/australian-economy/backlash-grows-over-nsw-governments-2-billion-stadium-scam/news-story/b06ef337c76ca8a4828e9c6d18b39142>.

announced that ANZ Stadium would be refurbished, rather than rebuilt, the committee received evidence that there remains considerable opposition to the current stadia strategy.

- 1.70** Much of this evidence spoke to the impact of the stadia construction on local communities, and the perceived inadequacy of consultation efforts to date. These concerns are discussed in detail in chapter 3.
- 1.71** A number of inquiry participants were also particularly critical of the choice of location of the redeveloped Sydney Football Stadium and the purview of the stadiums proposal in general.⁸²
- 1.72** Other inquiry participants echoed similar concerns to those raised in the media, insisting that the amount of money being invested in the NSW Government's stadiums strategy should be redirected elsewhere for 'much more important things' such as funding for public schools and public hospitals; and on 'upgrading and building new sports facilities for local clubs and grassroots sport'.⁸³ One inquiry participant also suggested that the government ought not to allocate taxpayer's money to the privately owned Sydney Football Stadium. Rather, the Sydney Cricket and Sports Ground Trust should be held accountable for failing to maintain the stadium, which, in the participant's view, has led to safety and security problems at the stadium.⁸⁴
- 1.73** Concerns regarding expenditure were echoed by the NSW Council of Social Services (NCOSS) who was of the view that the funds allocated to the stadiums strategy would be better spent in other areas 'where they would make a social impact and improve the lives of the most vulnerable in our community'.⁸⁵ NCOSS suggested that 'investment in the stadium strategy could be redirected to high rebates for sport and fitness activities for children from vulnerable families' and programs that improves active participation in sporting activities, particularly in regional communities.⁸⁶
- 1.74** The City of Sydney similarly asserted that the demolition and rebuild of the Sydney Football Stadium was an 'unjustified and scandalous expenditure ... of public money'. The council also argued that the final business case provides 'no compelling case to knock down and rebuild the stadium in the face of strong public opposition'.⁸⁷

Committee comment

- 1.75** The committee has carefully reviewed the various strategies, reports and announcements published by both the government and the Stadia Strategy Steering Group.

⁸² For examples see Submission 13, Mr Mark Jones; Submission 18 Mr Jean-Pierre Alexandre; Submission 36, Ms Belinda Woods; Submission 44, Ms Kelly Waye; Submission 45, Ms Suzanna Hopping; Submission 47, Ms Helen Simpson; Submission 63, Mr Paul Francis; Submission 79, Mr Bob Fawcett; Submission 81, Mr Benjamin Poynting; Submission 106, Ms Christine Kirkwood.

⁸³ Submission 8, Name suppressed, p 1; Submission 175, Mr Nestor Moreno, p 1.

⁸⁴ Submission 15, Dr Guy Keulemans, 1; Submission 51, Mr Mark Lewis, p 1; Submission 52, Mr William Olive, p 1; Submission 142, Name suppressed, p 1; Submission 232, Mr Paul Robson, p 1.

⁸⁵ Submission 181, NCOSS, p 1.

⁸⁶ Submission 181, NCOSS, p 2.

⁸⁷ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 1.

- 1.76** The committee finds the various justifications put forward in support of capital investment in stadia infrastructure are sound, however the coherence of the strategy and prioritisation of stadium development have been impacted by a number of shifts in government policy. A case has been made that the stadium strategy implementation will result in gains for spectators and the broader New South Wales community in terms of the spectator experience, retaining events in New South Wales, growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation. Some of those gains are disputable and not borne out in evidence before the committee. The committee recognises the opportunities that new or refurbished stadia may provide to foster community engagement and a shared experience and to support liveability for local communities.
- 1.77** However, the committee is of the view that the government has allowed its enthusiasm to deliver new stadia to override its obligations in regards to community consultation on the stadium strategy development and prioritisation of projects. The government failed to adequately justify prioritisation decisions and made those decisions before adequate assessment of the costs and benefits of the strategy and individual projects were available to them.
- 1.78** Each of the announcements made regarding the stadia strategy **preceded** the release of a business case or other quality assurance process. It is the committee's view that this decision understandably led many in the community to question the government's motives in prioritising stadia redevelopment and refurbishment and the benefits that superior stadia will deliver to New South Wales.
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Finding 1

The committee finds that the various justifications put forward in support of capital investment in stadia infrastructure are sound, including growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation.

Finding 2

That the NSW Government's failure to prioritise the release of business cases or other quality assurance processes, understandably led many in the community to question the government's motives in prioritising stadia, and also the claimed benefits that superior stadia will deliver to New South Wales.

- 1.79** The government formed a Stadia Strategy Steering Group to inform the location, scope, capacity and sequencing of key stadia projects in the Moore Park Precinct and Parramatta/Sydney Olympic Park, and to identify strategies or principles to improve governance arrangements for stadia into the future.
- 1.80** The committee is of the view that the report on that process published by the Chair of the Stadia Strategy Steering Group provides a clear and logical roadmap for a stadia strategy, informed by stakeholder feedback regarding key criteria for stadia across various sporting codes and a timetable for implementation. The committee questions why these recommendations were either ignored or not followed.
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- 1.81 In particular, the committee questions the decision not to proceed with the construction or refurbishment of a 15,000 seat indoor sporting arena. The committee understands the frustration experienced by Basketball NSW, Netball NSW and other indoor sports as a result of not having an affordable and purpose built indoor arena. Failure to provide these facilities will inevitably impede the capacity of these sports to grow their membership and disadvantage the development of women's sports in New South Wales.
- 1.82 The committee notes that the government has not, to date, released the feasibility study for an indoor sporting arena, citing cabinet confidentiality. In view of the priority given to predominantly male, field-based football codes under the stadia strategy, it is in the interests of the government to ensure that other sports, and in particular women's sports, are not disadvantaged. The committee therefore recommends that the NSW Government as soon as possible release the indoor arena feasibility study to the community in full, for review and public consultation.

Recommendation 1

That the NSW Government as soon as possible release the indoor arena feasibility study to the community in full, for review and public consultation.

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- 1.83 The committee recommends that the government prioritise either the refurbishment of an existing sporting arena, or construction of a new indoor facility, with adequate capacity to meet the requirements of a wide variety of sporting codes. As part of this project, the committee recommends that the government ensure that hire fees for either a new indoor arena or a refurbished, existing venue are reasonable and affordable.

Recommendation 2

That the NSW Government prioritise either the refurbishment of an existing sporting arena, or construction of a new indoor facility, with adequate capacity to meet the requirements of a wide variety of sporting codes.

Recommendation 3

The NSW Government ensure that hire fees for either a new indoor arena or a refurbished, existing venue are reasonable and affordable.

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- 1.84 The committee notes the case made by the Stadia Strategy Steering Group and Venues NSW in support of a single governing entity and concurs that the decision to not establish a single governing entity for the stadia network has contributed to the challenges experienced in prioritising the redevelopment of the various stadia. The committee is of the view that a new agency replacing all current governing bodies would address issues of content allocation among stadia, improve the financial performance and commercial viability of all stadia, and reduce ongoing stadia operational costs, among other things. The new agency would also ensure competitive neutrality across the various projects that comprise the Stadia Strategy. The committee recommends that a single governing entity be established for the Sydney Cricket Ground, Sydney Football Stadium, Stadium Australia, the new Western Sydney Stadium and other stadia identified in the *Rebuilding the Major Stadia Network* strategy document.

Recommendation 4

That a single governing entity be established for the Sydney Cricket Ground, Sydney Football Stadium, Stadium Australia, the new Western Sydney Stadium and other stadia identified in the *Rebuilding the Major Stadia Network* strategy document.

Chapter 2 Making a case for stadia capital spending

This chapter considers the cost benefit analyses that informed the *Rebuilding the NSW Stadia Network* strategy. It then examines each of the business case summaries put forward for the three stadiums and the assumptions that underpinned the business cases for the Sydney Football Stadium, Stadium Australia and Western Sydney Stadium. The feasibility study for an indoor sports arena has not been released. This is followed by an exploration of attendance rates at Sydney's sports stadiums.

Benefit cost ratio assessments

- 2.1 Business cases for infrastructure projects must include a Benefit Cost Ratio (BCR) assessment, as set out in the recently updated NSW Treasury Guidelines to Cost-Benefit Analysis. These Guidelines include economic, social and environmental benefits. For a project to be considered as having the capacity to improve economic benefit and productivity, it must achieve a BCR of greater than one.⁸⁸
- 2.2 According to Infrastructure NSW, BCR's provide a 'quantified view of the net socio-economic impact of a proposal' as well as allowing 'alternative options to be compared'.⁸⁹
- 2.3 The BCR assessments of the Sydney Football Stadium and Stadium Australia measure the costs and benefits of each option compared to a base case which adopts a 'do minimum' approach.⁹⁰
- 2.4 BCR assessments were not used in the development of the stadia strategy to assess priority need or to consider the impact on non-stadia network stadiums or sports.
- 2.5 For both the Sydney Football Stadium and Stadium Australia, the BCR's for all redevelopment options outlined were less than one.⁹¹ A business case for the Western Sydney Stadium has not been published by the NSW Government so a BCR for the project is not available. Similarly, as the feasibility study for an indoor sports arena has not been released, analysis of these options has been prevented.

Impact of the BCR assessment on funding

- 2.6 The committee was advised that the assessment of the stadia proposals at BCRs of less than one had impacted on the stadias' eligibility for funding under the Restart NSW Fund.

⁸⁸ Submission 289, NSW Government, p 6.

⁸⁹ Infrastructure NSW, Strategic Business Case Summary: Stadium Australia Redevelopment, March 2018, p 4.

⁹⁰ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium Redevelopment, March 2018, p 7.

⁹¹ Infrastructure NSW, Strategic Business Case Summary: Stadium Australia Redevelopment, March 2018, p 4; Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium Redevelopment, March 2018, p 8.

- 2.7** The Restart NSW Fund was established in 2011 by statute 'to enable infrastructure projects to be funded and delivered throughout NSW' in order to improve the productivity and competitiveness of the state.⁹²
- 2.8** The fund is administered by Infrastructure NSW who assesses and recommends Restart NSW Projects as part of the NSW Government's 10 year Rebuilding NSW plan.⁹³ As of June 2018, the funds deposited into Restart NSW, since 2011, have totalled \$32.9 billion.⁹⁴ These funds are largely derived from long-term leases of assets such as the electricity network transactions.⁹⁵ A further \$4.2 billion will be added to Restart NSW following completion of the sale of the NSW Government's 58 per cent shareholding in Snowy Hydro Limited to the Commonwealth.⁹⁶
- 2.9** Mr Jim Betts, Chief Executive Officer, Infrastructure NSW advised that projects applying for Restart NSW funding must be supported by a business case that demonstrates a benefit cost ratio of greater than one, (i.e. benefits exceed costs) before Infrastructure NSW makes recommendations as to whether the project should be funded.⁹⁷
- 2.10** While the current stadium projects arising out of the *Rebuilding the Major Stadia Network* have had business cases approved by Cabinet, Mr Betts confirmed that alternative funding sources for Stadium Australia and the Sydney Football Stadium would have to be found by NSW Treasury as the benefit cost ratio for both stadiums was less than one, prohibiting the use of Restart NSW funding.⁹⁸
- 2.11** The source of alternative funding was not subsequently identified to the committee.

⁹² Infrastructure NSW, Restart NSW, <http://www.infrastructure.nsw.gov.au/restart-nsw/>.

⁹³ Infrastructure NSW, Restart NSW, <http://www.infrastructure.nsw.gov.au/restart-nsw/>; Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 8 June 2018, p 38.

⁹⁴ Infrastructure NSW, Restart NSW, <http://www.infrastructure.nsw.gov.au/restart-nsw/>.

⁹⁵ Infrastructure NSW, Restart NSW, <http://www.infrastructure.nsw.gov.au/restart-nsw/>; Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 8 June 2018, p 38.

⁹⁶ Media release, Hon Gladys Berejiklian MP, Premier, Hon John Barilaro MP, Deputy Premier and Minister for Regional NSW, and Hon Dominic Perrottet MP, Treasurer, 'Boon for the Bush: Regional NSW to reap \$4.154 billion in Snowy transaction', 2 March 2018, <https://www.treasury.nsw.gov.au/sites/default/files/2018-03/20180302%20-%20Media%20Release%20-%20Berejiklian%2C%20Barilaro%20%26%20Perrottet%20-%20Boon%20for%20the%20Bush%20-%20Regional%20NSW%20to%20reap%20%244.154%20billion%20in%20Snowy%20transaction.pdf>; NSW Government, *Infrastructure Statement 2018-19 Budget Paper No. 2*, p 3-10, https://www.budget.nsw.gov.au/sites/default/files/budget-2018-06/Budget_Paper_2-Infrastructure%20Statement-Budget_201819.pdf.

⁹⁷ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 8 June 2018, p 38.

⁹⁸ Submission 289, NSW Government, p 6; Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 8 June 2018, p 38.

Sydney Football Stadium

Building a case for redevelopment

- 2.12** The committee heard that prior to 2016, the Sydney Cricket and Sports Ground Trust had not raised any issues of safety or security that would pose significant problems to the operation of the stadium.
- 2.13** Both Keep Sydney Beautiful and Saving Moore Park observed that up until 2015, the security and safety of the Sydney Football Stadium had not been an issue for concern.⁹⁹ Annual reports of the Sydney Cricket and Sports Ground Trust to this time were 'unfailingly complimentary of the condition of the Allianz Stadium, and the SCG Trust's success in managing its operations and maintenance without reliance on government funding'.¹⁰⁰
- 2.14** Although the NSW Government submission noted that in 2014 an independent audit report commissioned by the Sydney Cricket and Sports Ground Trust had already identified safety, security and compliance issues with the stadium¹⁰¹, the 2014/15 annual report of the Sydney Cricket and Sports Ground Trust stated that 'within the constraints of available resources, facilities are maintained to the best possible standard while meeting statutory obligations and operational needs of the Trust and its hirers'.¹⁰²
- 2.15** Keep Sydney Beautiful told the committee that it was only after the Sydney Cricket and Sports Ground Trust's bid to build a new stadium was knocked back in April 2016 that serious concerns about the stadiums maintenance were raised.¹⁰³ These concerns and their identification following the commissioning of a certificate of occupancy are discussed further at 2.23.
- 2.16** The Sydney Cricket and Sports Ground Trust stated that in the last 5 five years, more than \$55 million has been spent on maintaining the Sydney Football Stadium.¹⁰⁴ This ongoing maintenance, from 2013 to 2017, has included the following capital improvements:
- maintenance of playing field
 - refurbishment of food and beverage outlets
 - Nick Shehadie Stand redevelopment
 - refurbishment of private suites
 - waste management improvements, such as resource recovery, and co-mingled recycling facilities
 - technology upgrades such as Superscreen installation, High density wi-fi installation, IPTV installation as part of Connected Stadium project, as well Installation of LED signage

⁹⁹ Submission 279, Keep Sydney Beautiful, pp 15-16; Submission 285, Saving Moore Park, p 1.

¹⁰⁰ Submission 279, Keep Sydney Beautiful, pp 15-16.

¹⁰¹ Submission 289, NSW Government, p 8.

¹⁰² Sydney Cricket and Sports Ground Trust, Annual report 2014/15, p 23.

¹⁰³ Submission 279, Keep Sydney beautiful, pp 15-16.

¹⁰⁴ Answers to question on notice, NSW Government, 27 July 2018, p 6.

- upgrade of wheelchair accessible seating facilities
- safety and compliance works such as Upgrade of emergency exit lighting, CCTV security camera upgrade, installation of fire suppression equipment in Captains Bar and installation of solar powered lighting in MP1 car park.¹⁰⁵

2.17 The NSW Government told the committee that in its current state, the stadium does not comply with the current Building Code of Australia; the Disability Discrimination Act 1992 (Cth); the Australian Standard for Earthquake Design of Buildings; and the Guide to Safety at Sports Grounds (Green Guide).¹⁰⁶

2.18 Mr Tony Shepherd, Chair, Sydney Cricket Ground Trust, advised that the Trust was of a firm view that the 'fundamental reason for a complete rebuild [of the stadium] is safety and security'. This was reasoned on the grounds that the stadium was built to a now outdated code and 'falls far short of modern requirements in respect of safety and security' as recognised in the British Green Guide international code for stadiums.¹⁰⁷

2.19 As Mr Shepherd indicated, security considerations regarding the vulnerability of stadiums as witnessed by recent events internationally, in addition to warnings from the NSW Police 'figured largely in the considerations of the trust in respect of its recommendations to government' to redevelop the Sydney Football Stadium.¹⁰⁸ Mr Shepherd also noted that an independent expert estimated that it 'would take 24 minutes to safely empty a capacity crowd at the Sydney Football Stadium' which, according to the British Green Guide, 'should take no more than eight minutes'.¹⁰⁹

2.20 Mr Shepherd further outlined additional problems with the amenities and facilities of the 30 year old stadium that, when compared to modern stadiums, were unacceptable:

[the stadium has] 48 female toilets and it should have 335 ... 28 wheelchair accessible places; it should be 400. For heaven's sake, this is 2018. We have 28 and we should have 400. That is just not acceptable in a modern environment. There are no facilities for female sporting participants.¹¹⁰

2.21 Mr Jim Betts, Chief Executive Officer, Infrastructure NSW explained that the 'significant deficiencies in terms of accessibility for people with a disability' could not easily be addressed without the rebuild of the stadium. He added that such a deficiency was 'one of those qualitative factors that is very hard to capture in a benefit-cost ratio for a project'.¹¹¹

2.22 Other deficiencies of the Sydney Football Stadium that were highlighted by Mr Shepherd included the narrowness of the aisles, concourses, rows and stairways, as well as the spill areas outside of the stadium.¹¹² As he noted from experiences on game days: 'I walk through there

¹⁰⁵ Answers to questions on notice, NSW Government, 27 July 2018, pp 5-6.

¹⁰⁶ Submission 289, NSW Government, p 8.

¹⁰⁷ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 37.

¹⁰⁸ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 38.

¹⁰⁹ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 37.

¹¹⁰ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 38.

¹¹¹ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, p 62.

¹¹² Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 38.

when a major crowd is exiting and it is wall to wall with people. There is no room—mum, dad, kids, what have you, are compressed into a narrow space'.¹¹³

Certificate of occupancy

- 2.23** An issue pursued by the committee throughout the inquiry was that of the 'certificate of occupancy' obtained by the Sydney Cricket and Sports Ground Trust for the Sydney Football Stadium and that has been used as the basis for claiming that the stadium had been certified to be used despite safety and security compliance issues.
- 2.24** In May 2016, the Office of Sport became aware of the 'significant safety concerns ... requesting detail on the extent of safety and compliance issues' at the stadium.¹¹⁴
- 2.25** In July 2016, a safety, security and compliance audit was conducted by Rider Levett Bucknall to 'determine necessary capital works required to keep the stadium operational for a further five years'. The report had similar findings to that of the 2014 audit report and estimated the required works would cost \$136.2 million.¹¹⁵
- 2.26** However, it was not until October 2016, when Blackett Maguire and Goldsmith were commissioned by the Sydney Cricket and Sports Ground Trust to conduct a Building Code of Australia Audit, that the full extent of the safety and security issues at the stadium were known.¹¹⁶ As a result, the Sydney Cricket and Sports Ground Trust obtained a 'conditional certificate of occupancy to provide assurance of the Sydney Football Stadium's continued operation for the next three years, subject to completion of priority remediation works'.¹¹⁷
- 2.27** Mr Shepherd explained to the committee the reasons for obtaining a certificate of occupancy for the stadium and the process by which it was obtained:
- We are confronted with detailed reports ... saying, 'These are the things that you don't comply with. These are the things which threaten the safety and security of your patrons.' So we go to an expert and say, 'How can we safely continue to operate this stadia?' He advised us, 'The best way forward for you would be to obtain a conditional certificate of occupancy. Provided you are operating within those conditions you then have a reasonable cover that you are operating in a way that is compliant with the law in general'.¹¹⁸
- 2.28** Mr Shepherd was of the view that if the Trust had not taken the steps to obtain a certificate of occupancy it would have been criticised for not doing so.¹¹⁹
- 2.29** Mr David Blackett, Director, Blackett Maguire and Goldsmith, told the committee that the certificate of occupancy is an 'interim strategy' setting out measures for which the Trust can

¹¹³ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 38.

¹¹⁴ Answers to questions on notice, NSW Government, 27 July 2018, p 4.

¹¹⁵ Answers to questions on notice, NSW Government, 27 July 2018, p 4.

¹¹⁶ Answers to questions on notice, NSW Government, 27 July 2018, p 3.

¹¹⁷ Submission 289, NSW Government, p 8.

¹¹⁸ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 40.

¹¹⁹ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 45.

continue to hold events in a manner which does not further diminish the fire safety standards currently in place.¹²⁰ One key term of the certificate of occupancy is the attendance of Fire and Rescue NSW at all events as a result of the identified fire and life safety deficiencies.¹²¹

2.30 Mr Blackett explained that for the Sydney Football Stadium the firm had developed a specific document that would enable the ongoing use of the venue:

[it is] merely an instrument that we use and introduced for the trust to demonstrate how it can continue operation, subject to a whole raft of conditions, procedures, policies, overlay plans and obligations it needs to adhere to, having regard to the matters identified in the audit report, that would enable the stadium to continue operating for its different tiers of events.¹²²

2.31 However, Mr Blackett did acknowledge that certificates of occupancy were usually issued 'as a document to authorise initial use and occupation of a building'.¹²³ The Service NSW website states that 'an occupation certificate is required ... if you intend to occupy or use a new building, or change the use of an existing building'.¹²⁴

2.32 While there is no specific Act that required the Sydney Cricket and Sports Ground Trust to obtain a conditional certificate of occupancy for the stadium, the NSW Government provided an answer from the Sydney Cricket and Sports Ground Trust that advised it was not an 'uncommon precaution taken by owners of ageing buildings/assets, particularly where such buildings/assets are approaching the end of their useful life'.¹²⁵

2.33 The NSW Government provided an answer from the Sydney Cricket and Sports Ground Trust that indicated that if the proposal for redevelopment had not proceeded, a further certificate of occupancy for the Sydney Football Stadium would not have been granted by Blackett Maguire and Goldsmith 'unless and until substantial remedial and upgrade works are undertaken by the Sydney Cricket and Sports Ground Trust within the term of the current conditional certificate'.¹²⁶ The NSW Government concluded it was 'highly unlikely' that the Sydney Cricket and Sports Ground Trust would have considered the stadium safe to host major sporting events in 2019.¹²⁷

Committee comment

2.34 After extensive questioning about the status and purpose of the certificate of currency, the committee is of the view that despite any value the document may have had in identifying safety and security issues at the Sydney Football Stadium and providing guidance to the Sydney Cricket

¹²⁰ Evidence, Mr David Blackett, Director, Blackett Maguire and Goldsmith, 29 June 2018, p 39.

¹²¹ Evidence, Mr David Blackett, Director, Blackett Maguire and Goldsmith, 29 June 2018, p 38.

¹²² Evidence, Mr David Blackett, Director, Blackett Maguire and Goldsmith, 29 June 2018, p 38.

¹²³ Evidence, Mr David Blackett, Director, Blackett Maguire and Goldsmith, 29 June 2018, p 38.

¹²⁴ Service NSW, Apply for an occupation certificate, <https://www.service.nsw.gov.au/transaction/apply-occupation-certificate>.

¹²⁵ Answers to questions on notice, NSW Government, 25 June 2018, p 12.

¹²⁶ Answers to questions on notice, NSW Government, 25 June 2018, p 13.

¹²⁷ Answers to questions on notice, NSW Government, 25 June 2018, p 13.

and Sport Ground Trust about remediation work and mitigating strategies for the ongoing use of the stadium, the document is not a recognised statutory document.

Final Business Case Summary: Sydney Football Stadium Redevelopment

- 2.35** The *Final Business Case Summary* for the Sydney Football Stadium outlines upgrade options against a benchmark base case of 'minimum intervention ... to maintain the current situation'.¹²⁸ The base case outlines the work required to 'rectify the immediate safety, security and amenity issues to a level that would keep the stadium open. It would not improve the operational efficiency of the venue, nor improve the experience of stadium users'.¹²⁹ As a result Infrastructure NSW asserted that the option of 'do nothing' was not available.¹³⁰
- 2.36** The cost benefit analysis of the redevelopment contained three options: a new stadium with a capacity of 45,000 seats; a new stadium with a capacity of 40,000 seats; and a refurbishment of the stadium with a capacity of 40, 258 seats.¹³¹ The three upgrade options for the Sydney Football Stadium are outlined in table 2.
- 2.37** The business case stressed that the refurbishment option for the Sydney Football Stadium at an estimated cost of \$714.5 million and a BCR of 0.62 was 'a relatively poor outcome' for the level of investment. It noted that the cost of refurbishment was comparable to that of rebuilding the stadium but that the benefits were significantly less than those generated by a rebuild of the stadium.¹³²
- 2.38** As the *Final Business Case Summary* outlined, refurbishing the stadium so that it could operate for another 30 years would still result in the stadium not complying with modern contemporary standards, in particular, modern building standards, disability access, egress, and modern security features.¹³³ This was supported by the extensive conditions required in the certificate of occupancy discussed at 2.23 to 2.33.

¹²⁸ Infrastructure NSW, *Final Business Case Summary: Sydney Football Stadium 2018*, p 2.

¹²⁹ Infrastructure NSW, *Final Business Case Summary: Sydney Football Stadium 2018*, p 2.

¹³⁰ Infrastructure NSW, *Final Business Case Summary: Sydney Football Stadium 2018*, p 2.

¹³¹ Infrastructure NSW, *Final Business Case Summary: Sydney Football Stadium Redevelopment*, March 2018, p 8.

¹³² Infrastructure NSW, *Final Business Case Summary: Sydney Football Stadium Redevelopment*, March 2018, p 2.

¹³³ Infrastructure NSW, *Final Business Case Summary: Sydney Football Stadium Redevelopment*, March 2018, p 4.

Table 2 Upgrade option analysis summary for Sydney Football Stadium¹³⁴

Options analysis summary						
	\$FY18	Option 1 - New stadium with 45,000 seats		Option 2 - New stadium with 40,000 seats		Option 3 - Refurbishing the stadium (40,258 seats)
		Original specification	Adjusted scope	Original specification	Adjusted scope	
Design elements						
Total capacity		45,000		40,000		40,258
Roof coverage		100%		100%		95%
Remaining useful life		50 years		50 years		30 years
Project costs (\$m)						
Capital expenditure		\$775.0	\$729.0	\$750.0	\$704.0	\$714.5
Life cycle costs		\$212.0	\$199.5	\$193.9	\$182.0	\$219.3
Other costs		\$34.6		\$34.6		\$30.8
Demand						
Total annual attendance (average year)		1,280,325	1,211,438	1,269,550	1,203,750	957,705
Annual event calendar		49-52	48-51	48-52	47-51	40-44
Cost-benefit analysis (\$m, Incremental NPV, 7% discount rate)						
Economic costs		\$663.78	\$626.68	\$633.77	\$596.79	\$599.27
Economic benefits		\$622.70	\$583.30	\$590.84	\$552.80	\$373.50
Net benefit		(\$41.08)	(\$43.38)	(\$42.93)	(\$43.98)	(\$225.77)
BCR		0.94	0.93	0.93	0.93	0.62
Pessimistic scenario (BCR)		0.71		0.72		0.53
Optimistic scenario (BCR)		1.29		1.25		0.78
Social impact alignment		High		High		Low - Medium

2.39 Both of the rebuild options have a 'very similar' BCR with Option 1 (45,000 seat stadium) having a BCR of 0.94 and Option 2 (40,000 seat stadium) having a BCR of 0.93. The *Final Business Case Summary* noted that the 'overall outcomes in terms of customer and community benefit are clearly greater for the rebuild options than for both the base case and the refurbishment option'.¹³⁵ However, both options have a BCR of less than the benchmark of one.

2.40 Infrastructure NSW explained that the scope of the project's options was adjusted to remove 'two items of emerging technology, namely the "media halo", which is an LED display at the leading edge of the roof, and the "club mode curtain" which would allow the venue to be configured to a smaller size for club matches'.¹³⁶ Infrastructure NSW indicated this adjustment was proposed by 'external reviewers as a way of moderating the cost of the project'.¹³⁷ The original scope of the project was estimated to cost up to \$775 million, while the adjusted project reduced this to a cost of \$729 million.¹³⁸

¹³⁴ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium, 2018, p 9.

¹³⁵ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium Redevelopment, March 2018, p 8.

¹³⁶ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium, 2018, p 8.

¹³⁷ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium, 2018, p 8.

¹³⁸ Infrastructure NSW, Final Business Case Summary: Sydney Football Stadium Redevelopment, March 2018, p 3.

- 2.41 As a result, the capital cost of the new Sydney Football Stadium which will be proceeded with is \$729 million.¹³⁹

Operation of caretaker conventions

- 2.42 Mr Jim Betts, Chief Executive Officer, Infrastructure NSW did advise however, of the 'significant impost' of cost escalations if contracts cannot be awarded for the redevelopment of the Sydney Football Stadium during the caretaker period in the lead up to the New South Wales 2019 state election.¹⁴⁰
- 2.43 The Department of Premier and Cabinet stipulates the caretaker period as commencing when the Legislative Assembly is dissolved on Friday 1 March 2019. From this date, 'no significant new decisions or initiatives, appointments or contractual undertakings should be made during the caretaker period'.¹⁴¹

Demolition

- 2.44 Demolition work on the Sydney Football Stadium is expected to commence in early 2019, for a period of 12 months, followed by 24 months of construction with a completion date of March 2022.¹⁴²
- 2.45 The *Final Business Case Summary for the Sydney Football Stadium* states that the new stadium will be 'located slightly to the south and west of the current venue. This is to relieve "pinchpoints" around the current stadium which might otherwise compromise patron comfort and potentially, security'.¹⁴³
- 2.46 As the *Final Business Case Summary for the Sydney Football Stadium* explains, the new position of the stadium will mean that 'some of the surrounding buildings [will need] to be demolished, and require the relocation of tenants and businesses'.¹⁴⁴
- 2.47 According to Infrastructure NSW, the 'cost of this disruption and of finding alternative accommodation for tenants is included in the financial analysis of the project and in the calculation of the project's BCR'.¹⁴⁵
- 2.48 Stakeholders located at the Moore Park precinct spoke of the disruption caused by the stadium redevelopment. Mr Matt Miller, Chief Executive Officer, Office of Sport advised that the disruption costs incurred as part of the demolition and rebuild of the Sydney Football Stadium are not included in the \$729 million project cost (if Option 1 chosen). He advised that the

¹³⁹ Submission 289, NSW Government, p 12.

¹⁴⁰ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, p 67.

¹⁴¹ NSW Department of Premier and Cabinet, *M2018-01 2019 State Election – Caretaker Conventions*, <https://arp.nsw.gov.au/m2018-01-2019-state-election-caretaker-conventions>

¹⁴² Media release, the Hon Gladys Berejiklian MP, Premier, 'ANZ refurbishment to save taxpayers \$500 million', 29 March 2018; Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, p 49.

¹⁴³ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 9.

¹⁴⁴ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 9

¹⁴⁵ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 9.

Sydney Cricket and Sports Ground Trust would be responsible for managing the costs of dislocation with their tenants.¹⁴⁶

- 2.49** This was confirmed by Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust who indicated that the Trust has had discussions with Cricket NSW, the Sydney Roosters, and the NSW Waratahs regarding compensation for the anticipated three year dislocation and/or disruption caused by the new stadium.¹⁴⁷
- 2.50** Mr Shepherd advised that the disruption costs incurred as part of the demolition and subsequent rebuild of all the buildings on the western side of the Sydney Football Stadium would be covered by the Trust but would not be sourced from member funds.¹⁴⁸ Mr Shepherd further stated that the disruption costs inflicted on the Trust equate to less than \$315 million, with funds to be borrowed from the NSW Government to 'build a new sports central building or something equivalent to that to replace the offices and those centres of excellence that have been displaced'.¹⁴⁹
- 2.51** Mr Andrew Jones, Chief Executive Officer, Cricket NSW, stated the organisation was in ongoing discussions with the Sydney Cricket and Sports Ground Trust about the relocation of Cricket NSW's main administration building and indoor centre which will be demolished to make way for the new stadium project. Mr Jones expected similar replacement facilities to be found elsewhere in the Trust precinct for Cricket NSW to use on a licence agreement.¹⁵⁰
- 2.52** Mr Jones was of the view that both the Sydney Cricket and Sports Ground Trust and the NSW Government would be providing some form of compensation to Cricket NSW for the transition/disruption caused by the new stadium project.¹⁵¹
- 2.53** Unlike the other sporting codes, NSW Rugby Union has already relocated. Ms Raelene Castle, Chief Executive Officer, Rugby Australia advised that the decision of the NSW Waratahs to relocate from the Sydney Cricket and Sports Ground Trust grounds to Daceyville was based on the club's need to become 'more community focused', in addition to having the 'capability to be able to have a high performance facility that integrated their training facilities with their field right next door'.¹⁵²
- 2.54** Mr David Riches, Head of Projects NSW, Infrastructure NSW discussed meetings with the Association of Moore Park Sports Groups where Mr Riches provides an update on the new stadium project and the sporting codes provide feedback on their relocations. Mr Riches told the committee that Infrastructure NSW was holding separate discussions with Cricket NSW due to the 'unique requirements' regarding the T20 World Cup:

¹⁴⁶ Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 29 June 2018, p 15.

¹⁴⁷ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 39; Sydney Cricket and Sports Ground Trust, Annual report 2017/18, p 5.

¹⁴⁸ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 40; Answers to question on notice, NSW Government, 27 July 2018, p 6.

¹⁴⁹ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 39.

¹⁵⁰ Evidence, Mr Andrew Jones, Chief Executive Officer, Cricket NSW, 6 August 2018, pp 24-25.

¹⁵¹ Evidence, Mr Andrew Jones, Chief Executive Officer, Cricket NSW, 6 August 2018, pp 26 and 28.

¹⁵² Evidence, Ms Raelene Castle, Chief Executive Officer, Rugby Australia, 6 August 2018, p 70.

We are working with them to delay the demolition of their premises at the moment at the indoor cricket centre and to ensure that an alternative arrangement is made for indoor cricket practice nets and outdoor nets in time for the 2020 World Cup.¹⁵³

Stadium Australia

2.55 The genesis of the Stadium Australia redevelopment was the recognition that a dedicated rectangular stadium for rectangular sports was needed, which in turn would secure the stadium's 'future as a generator of economic activity'. By having a rectangular stadium, one of the key shortcomings of the stadium would be addressed – the lengthy viewing distance to the field of play.¹⁵⁴

Strategic Business Case Summary: Stadium Australia Redevelopment

2.56 The *Strategic Business Case Summary* for Stadium Australia analysed three upgrade options against a benchmark base case of 'do nothing'. The upgrade options are outlined in table 3.

2.57 The three options outlined in the table are described below:

- Option 1 would involve remodelling the stadium to reposition seats in the lower and middle tiers and corporate suites to allow spectators to be close to the field of play.
- Option 2 would involve demolishing and rebuilding the stadium in a contemporary design to offer improved sightlines, proximity to the pitch, amenities and back-of-house facilities.
- Option 3 would involve the same features as Option 2 but would be built to accommodate a capacity of 75,000.¹⁵⁵

2.58 Each option was evaluated on the basis of forecasts and assumptions regarding capital costs; attendance levels; and future event schedules.¹⁵⁶ The assumptions used to underpin the business case will be examined later in this chapter.

2.59 While the BCRs among the three options were similar, they did 'vary significantly in terms of their cost and build time'. From the option analysis summary, Option 1 of refurbishing the stadium is by far the cheapest option at a cost of \$810 million and could be delivered some 24 months earlier than the two rebuild options, but was assessed at a BCR of 0.80.¹⁵⁷

¹⁵³ Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, pp 60-61.

¹⁵⁴ Infrastructure NSW, *Strategic Business Case Summary: Stadium Australia Redevelopment*, 2018, p 2.

¹⁵⁵ Infrastructure NSW, *Strategic Business Case Summary: Stadium Australia Redevelopment*, 2018, p 3.

¹⁵⁶ Infrastructure NSW, *Strategic Business Case Summary: Stadium Australia Redevelopment*, 2018, p 3.

¹⁵⁷ Infrastructure NSW, *Strategic Business Case Summary: Stadium Australia Redevelopment*, 2018, p 5.

Table 3 Upgrade option analysis summary for Stadium Australia¹⁵⁸

Options analysis summary				
\$FY18	Base Case	Option 1: Refurbishment	Option 2: Rebuild with 70,000 seats	Option 3: Rebuild with 75,000 seats
Design elements				
Total capacity	83,500	70,000	70,000	75,000
Remaining useful life	30 years	40 years	50 years	50 years
Construction				
Capital expenditure (incl. escalation)	n/a	\$810.1m	\$1,292m	\$1,330m
Duration of construction	n/a	22 months	44 months	44 months
Opening date	n/a	July 2021	Sep 2023	Sep 2023
Demand				
Total annual attendance (average year)	0.95m	1.40m	1.56m	1.58m
Annual event calendar	34-37	45-49	49-51	49-51
Cost-benefit analysis (\$m, Incremental NPV, 7% discount rate)				
BCR	-	0.80	0.91	0.89

- 2.60** Options to rebuild the stadium with a capacity of 70,000 or 75,000 seats were assessed at BCR's of 0.91 and 0.89 respectively, but involved much bigger capital spending. None of the options reached the BCR benchmark of one.
- 2.61** The NSW Government intends to spend \$810 million for the Option 1 refurbishment of Stadium Australia.¹⁵⁹ As noted earlier, the final business case for Stadium Australia will be prepared by Infrastructure NSW.¹⁶⁰

Acquisition

- 2.62** For ANZ stadium to be included in the *Rebuilding the Major Stadia Network*, it was necessary for the NSW Government to acquire the stadium from Infrastructure Capital Group, an independent Australian infrastructure fund management firm.¹⁶¹

¹⁵⁸ Infrastructure NSW, *Strategic Business Case Summary: Stadium Australia Redevelopment*, 2018, p 4.

¹⁵⁹ Submission 289, NSW Government, p 12.

¹⁶⁰ Media release, the Hon Gladys Berejiklian MP, Premier, 'ANZ refurbishment to save taxpayers \$500 million', 29 March 2018.

¹⁶¹ Roy Masters, 'Mike Baird to pay up to \$220m to buy back ANZ Stadium', *Sydney Morning Herald*, 14 June 2016, <https://www.smh.com.au/sport/mike-baird-to-pay-up-to-220m-to-buy-back-anz-stadium-20160614-gpihmm.html>.

- 2.63** According to the Office of the Auditor-General's *Report on Industry 2017*, the NSW Government via the State Sporting Venues Authority acquired '100 per cent of the shares in Stadium Holdings Pty Ltd', the company which held the lease for ANZ Stadium.¹⁶²
- 2.64** The lease was transferred to the Authority on 1 July 2016 at a cost of \$220 million.¹⁶³ This sale was financed with a loan by the Treasury Corporation to the Authority.¹⁶⁴
- 2.65** In March 2017, the Minister for Sport, the Hon Stuart Ayres MP, announced that under the amended *Sporting Venues Authorities Act 2008* the control and governance of ANZ Stadium would now be the responsibility of the NSW Government through Venues NSW.¹⁶⁵ The Minister stated that such an arrangement would allow the NSW Government to 'realise the full benefits of the state owned stadia network'.¹⁶⁶
- 2.66** In April 2017, the State Sporting Venue Authority transferred the lease of ANZ Stadium to Venues NSW, including the remaining Treasury Corporation loan. As the Office of the Auditor-General noted, the 'fair value of assets and liabilities divested to Venues NSW on 13 April 2017 was \$88.4 million, including \$280 million for the ANZ Stadium and \$113 million of borrowings'.¹⁶⁷

Western Sydney Stadium

- 2.67** The business case for the Western Sydney Stadium was prepared by Venues NSW with Infrastructure NSW overseeing the procurement of the project.¹⁶⁸
- 2.68** At the request of Venues NSW, Infrastructure NSW considered three options that would result in a multi-use sporting stadium for Western Sydney. The three options were as follows:
- Option 1 - Base Case involved only minor upgrades to the existing Parramatta Stadium 'to increase capacity from approximately 20,700 to 24,700 and to address current safety issues'. It was anticipated that by 2026, Parramatta Stadium would 'no longer be capable of hosting national sporting competitions or other national and international events'.
 - Option 2 - Major redevelopment of the existing Parramatta Stadium (Parramatta Stadium Upgrade) involved 'a progressive redevelopment of Parramatta Stadium to increase its seating capacity from 20,000 to 30,000'. However, it was argued that the modifications required would be difficult to achieve due to the constraints of the existing site.
 - Option 3 - Development of a new stadium at the current, expanded or an alternative Western Sydney location (Western Sydney Stadium Project) involved the construction of

¹⁶² The State Sporting Venues Authority is a statutory authority under the control of the Minister for Sport and Recreation. Submission 256, Office of the Auditor-General, p 1.

¹⁶³ Submission 256, Office of the Auditor-General, p1.

¹⁶⁴ Submission 256, Office of the Auditor-General, p1.

¹⁶⁵ Media release, Hon Stuart Ayres MP, Minister for Sport, 'Stadium Australia joins Venues NSW', 9 March 2017.

¹⁶⁶ Media release, Hon Stuart Ayres MP, Minister for Sport, 'Stadium Australia joins Venues NSW', 9 March 2017.

¹⁶⁷ Submission 256, Office of the Auditor-General, p 1.

¹⁶⁸ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, p 49.

a new stadium at the current site with a capacity of 30,000 in addition to the relocation of the Parramatta Swimming Centre.¹⁶⁹

- 2.69** Of the three options, Option 3 was preferred as it was 'considered the best option to address the NSW Stadia Strategy design principles and most likely to align with and support potential surrounding developments such as the Parramatta North Urban Transformation Program'.¹⁷⁰
- 2.70** Mr David Riches, Head of Projects NSW, Infrastructure NSW, told the committee that the contract for Western Sydney Stadium with LendLease was a 'fixed price, fixed time contract' with a completion date of 29 March 2019.¹⁷¹ When questioned as to whether there were 'share of savings' or performance incentives included for LendLease completing the project early, Mr Riches replied there was not.¹⁷²
- 2.71** However, it must be noted that the price of the new stadium has changed three times over the three years since the announcement was made in 2015. Initially, it was estimated to cost \$300 million¹⁷³, which then changed to a government approved budget of \$360 million,¹⁷⁴ and is now subsequently claimed by Infrastructure NSW to be under budget at a forecasted final cost of \$330 million.¹⁷⁵
- 2.72** The BCR for the Western Sydney Stadium is not known because a business case has not been published. A business case was not provided in evidence to the committee during the course of this inquiry.

Committee comment

- 2.73** The committee recognises that the benefit cost ratio assessment is the 'key result' of a cost benefit analysis and is used, as per Infrastructure NSW's Infrastructure Investor Assurance

¹⁶⁹ AECOM Australia on behalf of Infrastructure NSW, Environmental Impact Statement Volume 1 Main Report & Appendices A to C, Stage 1 - Concept Proposal and Demolition, 15 July 2016 Western Sydney Stadium, https://majorprojects.accelo.com/public/3c889dd2848ade9245309a53004e59ab/Western%20Sydney%20Stadium%20Environmental%20Impact%20Statement_Sections%2002-07.pdf.

¹⁷⁰ AECOM Australia on behalf of Infrastructure NSW, Environmental Impact Statement Volume 1 Main Report & Appendices A to C, Stage 1 - Concept Proposal and Demolition, 15 July 2016 Western Sydney Stadium, https://majorprojects.accelo.com/public/3c889dd2848ade9245309a53004e59ab/Western%20Sydney%20Stadium%20Environmental%20Impact%20Statement_Sections%2002-07.pdf.

¹⁷¹ Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, p 58.

¹⁷² Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, p 58.

¹⁷³ NSW Department of Planning and Environment, Major Project Assessments, Western Sydney Stadium Redevelopment, <https://majorprojects.accelo.com/public/79236f5a24288ff1d12de8a613658362/Request%20for%20SEARs.pdf>; James Robertson, 'Sydney's new \$300 million stadium at Parramatta will seat 30,000 people', *Sydney Morning Herald*, 8 December 2016, <https://www.smh.com.au/national/nsw/sydneys-new-stadium-to-be-australias-steepest-20161208-gt6esk.html>.

¹⁷⁴ Submission 289, NSW Government, p 12; Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, p 58.

¹⁷⁵ Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, p 58.

Framework and NSW Treasury's guidelines, to 'decide whether to accept or reject a single proposal based on its overall social and economic cost or benefit.'

- 2.74** According to the NSW Treasury guidelines for cost benefit analysis, options where costs are greater than benefits in present value terms (a BCR less than one) reduce overall social welfare and should not be selected even if there is sufficient budget funding to implement them. However, the committee accepts that there will be times when Government may choose to invest in infrastructure that may not meet these conditions but where the positive externalities of investment are significant.
- 2.75** The committee notes that qualitative factors such as accessibility for people with a disability are difficult to capture in a BCR assessment.
- 2.76** The committee also notes that the benefit cost ratio for each option outlined in the business cases for the Sydney Football Stadium and Stadium Australia does not meet the required benchmark of more than one. Indeed, the projects do not meet the specified criteria for the government's bespoke infrastructure funding source, the Restart NSW Fund.
- 2.77** The committee is therefore concerned that the government has chosen to proceed with their planned stadia development despite the outcome of the benefit cost analysis. The government has committed to an expenditure of \$729 million for works related to Sydney Football Stadium, to commence in 2019. The Sydney Cricket and Sports Ground Trust will also borrow approximately \$315 million from the government to replace the offices and centres of excellence that have been displaced. An additional \$810 million will then be required to fund the cost of refurbishment of Stadium Australia. This does not include the \$220 million previously expended to acquire the lease for the stadium.
- 2.78** The committee notes that the projects announced under the NSW Government's stadia strategy have not met the criteria for the government's own Restart NSW infrastructure spending fund.

Finding 3

That the projects announced under the NSW Government's stadia strategy have not met the government's own infrastructure spending criteria.

Finding 4

That the NSW Government has undermined public confidence in the decision making process by proceeding with the chosen stadia strategy, prior to completing or full public disclosure of detailed business cases.

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- 2.79** It is incumbent on the government that its assessment and decision making in relation to infrastructure spending instils community confidence in the government's decision making and delivers value for the community. Recognising the BCR for Sydney Football Stadium and Stadium Australia are less than one and the use of cost benefit analysis in regards to the stadiums strategy was unable to support decision making on prioritisation of the various stadium options, was based on a number of questionable assumptions, and was not able to clearly represent the positive externalities of this type of investment, the committee therefore recommends that the

government request the parliament to refer an inquiry to the Public Accountability Committee to review the government's approach to cost benefit analysis in meaningfully assessing public benefit of major infrastructure investments.

Recommendation 5

That the NSW Government refer its approach to cost benefit analysis and its use in major government infrastructure decisions to the Public Accountability Committee to review its effectiveness and ability to meaningfully assess value of major infrastructure projects to the New South Wales community, and to consider the various options available to government for public investment.

- 2.80** The committee recognises the possible contradiction of the Sydney Cricket and Sports Ground Trust in suddenly drawing attention to safety and security concerns at the Sydney Football Stadium after the government's former 2016 decision to refurbish rather than rebuild the stadium. The committee also notes stakeholder concerns that the Sydney Cricket and Sports Ground Trust may have been motivated to commission the certificate of occupancy so as to support its case in favour of building the stadium.
- 2.81** However, from the evidence received, the committee is convinced that the safety and security concerns identified at the stadium are of significance and require immediate attention. The number of deficiencies identified is of great concern: disability access is limited, facilities for female athletes and spectators is lacking, the stadium does not comply with egress standards, among other safety and security issues.
- 2.82** While the committee questions the process surrounding the certificate of occupancy obtained by the Sydney Cricket and Sports Ground Trust, the committee considers this to be a pragmatic action by the Trust to ensure the safety of all patrons and to specify the means by which the stadium could continue to operate. The committee is of the view that the safety and security concerns at the Sydney Football Stadium support the case to proceed with the demolition and rebuild of a stadium facility in the Moore Park precinct. The social and economic justifications for the new stadium are also persuasive and make a strong public interest case in support of the project. Therefore, the committee recommends that the Department of Planning and Environment have due regard in its assessment of the planning proposal to knock down and rebuild the Sydney Football Stadium of the questionable assumptions that underpin the business case and the significance of local impacts that would result from an approval.
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Finding 5

The committee is convinced that the safety and security concerns identified at the Sydney Football Stadium are of significance and require immediate attention.

Finding 6

The committee finds that the safety and security concerns at the Sydney Football Stadium support the case to proceed with the demolition and rebuild of the stadium facility in the Moore Park precinct.

Recommendation 6

That the Department of Planning and Environment have due regard in its assessment of the planning proposal to knock down and rebuild the Sydney Football Stadium of the questionable assumptions that underpin the business case and the significance of local impacts that would result from an approval.

- 2.83** Despite the government's refusal to release the feasibility study, a strong anecdotal case has been made in support of construction of an indoor arena. The committee has made several recommendations on this issue in Chapter 1 (Recommendations 1 to 3). The committee also notes that a project of the scale planned for Sydney Football Stadium will likely need to navigate numerous challenges that could be instrumental in informing future stadia works.
- 2.84** The committee questions the government's rationale in choosing to redevelop Stadium Australia at the same time that construction for the Sydney Football Stadium is underway. While the final business case for Stadium Australia will not be prepared until after the state election in early 2019, the committee is of the view that works on the project should be delayed until the redevelopment of the Sydney Football Stadium is completed in 2022. This will provide sufficient opportunity to reflect on lessons learnt in the rebuild of Sydney Football Stadium, evaluate the timetable for construction and undertake comprehensive community consultation.
- 2.85** The committee therefore recommends that the NSW Government not proceed with the redevelopment of Stadium Australia until construction of the new Sydney Football Stadium is completed.
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Recommendation 7

That the NSW Government not proceed with the redevelopment of Stadium Australia until construction of the new Sydney Football Stadium is completed.

- 2.86** The committee notes the concerns raised by Infrastructure NSW regarding the possible escalation of costs for the Sydney Football Stadium redevelopment as a result of the upcoming caretaker period. However, the committee has not received sufficient evidence to make a determination as to whether this is a valid concern. It may be prudent for the government to give further consideration to this matter in the coming months.

Attendance rates and assumptions underpinning the business cases

- 2.87** A key question that arose during the course of the inquiry was that of the assumptions used in the business cases to underpin and justify the cause for redevelopment. These assumptions referred to the expected/predicted increased event content and attendances at each of the three new stadiums – Western Sydney Stadium, the Sydney Football Stadium and Stadium Australia.

Attendance rates at Sydney's stadiums

- 2.88** Attendance rates for sporting and entertainment events at Sydney's stadiums over the last five years have been used by the NSW Government to support the announced investment in stadiums. Based on these attendance rates, the NSW Government has predicted that with the investment to improve stadiums and in turn spectators experience, future attendance rates will increase.
- 2.89** However, a number of inquiry participants questioned the veracity of these rates.
- 2.90** Destination NSW data for Stadium Australia and Sydney Football Stadium sporting events held from 2014 to 2017 indicate that Sydney residents account for 72 per cent to 78 per cent of attendees, while 22 per cent to 28 per cent of attendees are from outside Sydney.¹⁷⁶ Of those visiting from outside Sydney to attend events: 7 per cent were overseas visitors, 60 per cent were interstate visitors and the remaining 33 per cent were intrastate visitors.¹⁷⁷
- 2.91** Table 4 from Venues NSW outlines the attendance figures for both stadiums from the 2015/16 and 2016/17 financial years.

Table 4 Venues NSW attendance figures¹⁷⁸

	Stadium Australia		SCSGT Stadia		Total Stadia	
	Attendance '15/16	Attendance '16/17	Attendance '15/16	Attendance '16/17	Attendance '15/16	Attendance '16/17
Sporting event - International	153,321	199,467	249,535	401,340	402,856	600,807
Sporting event - National or local	752,538	932,597	1,153,592	1,034,182	1,906,130	1,966,779
Total Sporting events	905,859	1,132,064	1,403,127	1,435,522	2,308,986	2,567,586
Concerts	236,000	389,047	47,641	97,822	283,641	486,869
Misc. (e.g. functions, tours, events)			399,210	319,478	399,210	319,478
Total	1,141,859	1,521,111	1,849,978	1,852,822	2,991,837	3,373,933

Sydney Football Stadium

- 2.92** Major sporting and entertainment events at Sydney Football Stadium draw large crowds each year. In a stadium that has a capacity of 45,500 there have been several events that have nearly reached sold out crowd status. For example, there were over 44,000 attendees at the 2016 Wallabies test matches; over 41,000 attendees at the 2018 NRL Anzac Day Cup; nearly 98,000 attendees across two nights at the 2016 Coldplay concert; 75,000 attendees at the 2017 Sydney

¹⁷⁶ Submission 289, NSW Government, p 8.

¹⁷⁷ Submission 289, NSW Government, p 8.

¹⁷⁸ Submission 289, NSW Government, p 9.

Sevens international rugby tournament; and over 41,000 attendees at the A-League finals series matches.¹⁷⁹

- 2.93** In 2016, the Sydney Cricket and Sports Ground Trust commissioned a survey of 10,000 Sydneysiders to ascertain where Sydney sports fans were residing, their access to Sydney's major stadiums, how many actually attended sporting events; and at what stadium.¹⁸⁰
- 2.94** The survey found that the majority of sports fans resided in Central and West Sydney and also attended the most sporting events.¹⁸¹ In addition, the survey explored where fans travelled from to attend both the Sydney Football Stadium and Stadium Australia. The survey found that 'irrespective of their home location, fans are prepared to travel to events at both Sydney Football Stadium and Stadium Australia'.¹⁸² From the four regions identified – South and South West; West; North; and Central – it was found that during the winter football season, comparable numbers of people travelled to both stadiums from each region, see table 5.

Table 5 Number of people who travel to the Sydney Football Stadium and Stadium Australia based on residing region¹⁸³

Region	Sydney Football Stadium	Stadium Australia
South & South West	179,910	198,633
West	293,816	272,549
North	102,673	102,900
Central	424,429	408,265
Total	1,000,828	982,347

- 2.95** From this data it can be observed that there is not much difference between the attendance rates at Sydney Football Stadium and Stadium Australia based on where attendees are travelling from.
- 2.96** According to the Sydney Cricket and Sports Ground Trust, major events have considerable effects on tourism, with 19 per cent of all visitors being from interstate or overseas. For example, 32,000 interstate, intrastate and overseas visitors attended the 2014 Major League Baseball Opening Series; 9,700 interstate, intrastate and overseas visitors attended the 2016 Sydney Sevens; and 8,100 interstate, intrastate and overseas visitors attended the 2016 Wallabies v England Rugby Test.¹⁸⁴ From these events, the total visitor expenditure was \$36.7 million.¹⁸⁵
- 2.97** Total attendance rates at the Sydney Football Stadium for Rugby, Football, NRL and concerts over the last five years 2013-2018, have ranged between 772, 253 attendees (2017/18 financial year) and 966, 365 attendees (2013/14 financial).¹⁸⁶

¹⁷⁹ Submission 289, NSW Government, p 9.

¹⁸⁰ Submission 289, NSW Government, pp 9-10.

¹⁸¹ Submission 289, NSW Government, p 10.

¹⁸² Submission 289, NSW Government, p 10.

¹⁸³ Submission 289, NSW Government, p 10.

¹⁸⁴ Submission 289, NSW Government, p 10.

¹⁸⁵ Submission 289, NSW Government, p 10.

¹⁸⁶ Answers to questions on notice, NSW Government, 25 June 2018, pp 4-6.

Stadium Australia

- 2.98** As of 19 June 2018, visitation rates to sports and entertainment venues within the Sydney Olympic Park totalled 6.3 million.¹⁸⁷
- 2.99** Between 2014 and 2016, 20 major events were held at Stadium Australia which generated 280,000 new visitations including 189,000 from international and interstate and 91,000 from intrastate. The total visitor expenditure from these events was \$180 million.¹⁸⁸
- 2.100** In a stadium with a capacity of 83,500, sporting events appear to attract the most crowds as illustrated by attendance rates to the following events:
- Liverpool FC v Sydney FC (24 May 2017 - 72,892)
 - Holden State of Origin II – NSW Blues v Queensland Maroons (21 Jun 2017 - 82,259)
 - Arsenal FC v Sydney FC (13 July 2017 - 80,432)
 - 2018 FIFA World Cup Russia Qualifiers – intercontinental Socceroos v Honduras (15 November 2017 – 77,060).¹⁸⁹
- 2.101** Major entertainment events at Stadium Australia in 2017 and 2018 have attracted between nearly 70,000 to over 194,000 people as illustrated by the following events:
- Guns and Roses (10 and 11 February 2017 – 87,680)
 - Adele Live 2017 (10 and 11 March 2018 – 194,834)
 - Justin Bieber – The Purpose Tour (15 March 2018 - 69,769).¹⁹⁰
- 2.102** According to the NSW Government submission, '63 per cent of Sydneysiders have attended a live sporting event and 47 per cent have attended a music or cultural event at Stadium Australia in the last five years'.¹⁹¹

Western Sydney (Former Parramatta/Pirtek Stadium)

- 2.103** According to the NSW Government submission, '27 per cent of Sydneysiders have attended a sporting event and 10 per cent of Sydneysiders have attended a music or cultural event at Parramatta Stadium in the last five years'.¹⁹² The former Parramatta Stadium had a capacity of 21,487.
- 2.104** In 2014, Parramatta Stadium hosted 11 NRL games, 18 A-league games including the Asian Champions League matches, as well as the Matildas v China female football match. Over 385,000 people attended these events held at Parramatta Stadium in 2014.¹⁹³

¹⁸⁷ These venues include ANZ Stadium Sydney Showground, Aquatic Centre, Archery Centre, Athletic Centre, Genea Netball Centre, Hockey Centre, Quaycentre, Qudos Bank Arena, Sports Halls and Tennis Centre). Answers to questions on notice, NSW Government, 25 June 2018, p 7.

¹⁸⁸ Submission 289, NSW Government, p 11.

¹⁸⁹ Submission 289, NSW Government, p 11.

¹⁹⁰ Submission 289, NSW Government, p 11.

¹⁹¹ Submission 289, NSW Government, p 11.

¹⁹² Submission 289, NSW Government, p 11.

¹⁹³ Venues NSW, Annual report 2014, p 18

- 2.105** In 2015, Parramatta Stadium was host to nine NRL games, 13 A-league events, six Western Sydney Wanderers Asian Champions League, four Greater Western Rams games, as well as an International Friendly Football: Saudi Arabia v South Korea event. Of all events at Parramatta Stadium in 2015, 344,212 people attended.¹⁹⁴
- 2.106** In 2016, Parramatta Stadium held eight NRL games, 14 A-league games, one A-league semi-final, and the Pacific Islands Double Header International Rugby League. In total, 312,206 people attended events during 2016.¹⁹⁵
- 2.107** The attendance rates at Parramatta Stadium up to September 2016 are outlined in table 6. After this date, the stadium was closed for redevelopment.

Table 6 Attendance figures for Parramatta Stadium during 2016/17 financial year¹⁹⁶

	Parramatta Stadium	
	Attendance '15/16	Attendance '16/17
Sporting event - International	12,840	
Sporting event - National or local	289,492	31,878
Total Sporting events	302,332	31,878
Concerts		
Total Sporting Events & Concerts	302,332	31,878
Misc. (e.g. Functions, Tours, Community events)	6,724	2,924
Total	309,056	34,802

The assumptions

- 2.108** According to Infrastructure NSW, the BCRs for the Stadium Australia redevelopment options were 'particularly sensitive to assumptions about a handful of "blockbuster" fixtures such as the NRL Grand Final and the Bledisloe Cup'. It was assumed that such events would not be retained at the stadium if the refurbishment option proceeded. This assumption was considered to be 'overly conservative' with further analysis which included the blockbuster events remaining under the refurbishment option increasing the refurbishment Benefit Cost Ratio from 0.80 to 0.87.¹⁹⁷
- 2.109** For the Sydney Football Stadium, it was assumed that the preferred Option 1 redevelopment in the Final Business Case would result in:
- an estimated increase of 15 per cent for sporting attendances at the new stadium in an average year

¹⁹⁴ Venues NSW, Annual report 2015, p 17.

¹⁹⁵ Venues NSW, Annual report 2016, p 14.

¹⁹⁶ Submission 289, NSW Government, p 12.

¹⁹⁷ Infrastructure NSW, *Strategic Business Case Summary: Stadium Australia*, March 2018, p 4.

- an annual average attendance of up to 1,280,320 people
- an increase of sporting entertainment events of between 49-52 events.¹⁹⁸

2.110 The assumptions for Option 1 were compared to the base case of ‘do nothing’ which assumed that the Sydney Football Stadium would have between 33-37 events annually with an average attendance of 719,000 people.¹⁹⁹

2.111 For the Western Sydney Stadium redevelopment, it was assumed that the new stadium would host to up to 100 major events per annum, including approximately:

- 30 NRL games
- 3 Australian Rugby Union (ARU) national championship games
- 1 ARU Super Rugby game
- 12 A-League soccer games
- 3 Women’s League and international games
- 48 Captain’s Runs (final training session)
- 3 concerts.²⁰⁰

2.112 It was also assumed that Western Sydney Stadium would be the new home ground for the Parramatta Eels NRL team, the Western Sydney Wanderers A-League soccer team and other NRL teams.²⁰¹ However, media reports disputed the assumption that other NRL teams would commit to moving to the stadium as their competition home ground.²⁰²

2.113 It remains unclear how these assumptions were formed and where they came from. The following section highlights the confusion and complexity of the evidence provided by several key stakeholders regarding the assumptions used in the business cases.

¹⁹⁸ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 7; Answers to questions on notice, NSW Government, 25 June 2018, p 10.

¹⁹⁹ Answers to questions on notice, NSW Government, 25 June 2018, p 10.

²⁰⁰ Department of Planning and Environment, *State Significant Development Assessment Report: The Western Sydney Stadium (Stage 2 Design and Construction), 11-13 O’Connell Street, Parramatta (SSD 8175)*, p 9, <https://majorprojects.accelo.com/public/04745fb355ddf188a6292cada8d0a7fa/SSD%208175%20Assessment%20Report.pdf>.

²⁰¹ Department of Planning and Environment, *State Significant Development Assessment Report: The Western Sydney Stadium (Stage 2 Design and Construction), 11-13 O’Connell Street, Parramatta (SSD 8175)*, p 9, <https://majorprojects.accelo.com/public/04745fb355ddf188a6292cada8d0a7fa/SSD%208175%20Assessment%20Report.pdf>.

²⁰² Chammass, Michael, ‘NSW government anticipates 30 NRL games at Western Sydney Stadium but only Eels commit’, *Sydney Morning Herald*, 14 March 2017, <https://www.smh.com.au/sport/nrl/nsw-government-anticipates-30-nrl-games-at-western-sydney-stadium-but-only-eels-commit-20170314-guxu4c.html>; Australian Associated Press, ‘NSW government accused of inflating figures to back stadium plan’, *The Guardian*, 6 August 2018, <https://www.theguardian.com/australia-news/2018/aug/06/nsw-government-accused-of-inflating-figures-to-back-stadium-plan>.

KPMG

- 2.114** KPMG assessed and evaluated the benefits of the redevelopment of the Sydney Football Stadium by reviewing data from other jurisdictions who have undergone stadia, arena and convention centre upgrade projects.²⁰³
- 2.115** Mr Peter Ball, Partner, KPMG stated that when developing the assumptions for the business case KPMG was informed by 'historical data in terms of event profiles' provided by government agencies, in addition to consultations with Destination NSW and major sporting codes.²⁰⁴
- 2.116** Mr Ball advised that 'a whole range of factors' were taken into consideration when forming the assumptions for the business case, including:
- comparing and contrasting the facility offering of the venue
 - examining what the venue currently offers
 - what the venue will do under the redevelopment options
 - benchmarking against other jurisdictions.²⁰⁵
- 2.117** The *Final Business Case Summary for the Sydney Football Stadium* assumes that major sporting events and concerts will increase by three events per year on average as a result of the new stadium. This increase in events was developed by KPMG by 'examining all contracted events, analysing events in the venue during the past five years and assessing the potential for new content'.²⁰⁶ The Office of Sport then cross-referenced this new proposed event schedule against other government-owned stadia for consistency and reasonableness.²⁰⁷
- 2.118** When questioned as to on what advice KPMG based their assumptions regarding an increase in NRL games at the Sydney Football Stadium, and whether that advice had come directly from the NRL, Mr Ball replied no direct advice from the NRL had been received. Rather, the assumption that NRL games would increase was based on the government's commitment to the stadium investment policy.²⁰⁸

Office of Sport

- 2.119** Mr Matt Miller, Chief Executive Officer, Office of Sport, emphasised that the Office of Sport only had a 'coordination and oversight' role concerning the data used by KPMG to develop the assumptions used in the business case. A key role was to ensure that the data being provided by the different venues to KPMG did not involve double counting.²⁰⁹

²⁰³ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 7 and fn 16.

²⁰⁴ Evidence, Mr Peter Ball, Partner, KPMG, 29 June 2018, p 34.

²⁰⁵ Evidence, Mr Peter Ball, Partner, KPMG, 29 June 2018, p 34.

²⁰⁶ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 7 and fn 16.

²⁰⁷ Infrastructure NSW, *Final Business Case Summary for the Sydney Football Stadium*, March 2018, p 7 and fn 16.

²⁰⁸ Evidence, Mr Peter Ball, Partner, KPMG, 29 June 2018, p 34.

²⁰⁹ Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 29 June 2018, p 9.

- 2.120** When questioned about what information KPMG would have relied on to make the assumptions about potential additional sporting events at the stadiums, Mr Miller responded that such information would have come directly from the ‘venues and clubs and codes that have primary carriage for content allocation’.²¹⁰
- 2.121** Mr Miller explained that the business cases ‘rel[y] on a range of scenarios that contemplate increased matches and ... sees uplift in attendance at these stadia following redevelopment’. However, the uplift in attendance rates at these events ‘varies depending on whether it is full redevelopment or refurbishment’.²¹¹

Sydney Cricket and Sports Ground Trust

- 2.122** The source of the assumptions for the increased number of events provided by the Sydney Cricket and Sports Ground Trust was similarly opaque.
- 2.123** In response to questions regarding the basis for the assumption that NRL games would increase by 50 per cent as a result of the redevelopment, Mr Tony Shepherd, Chairman of Trustees, Sydney Cricket and Sports Ground Trust advised that while the Trust had contributed to the business case, such input may not have been accurately reflected:

We may have a different view on it. For example, we had much heavier reliance on the increase in the number of elite women's games at the Sydney Football Stadium and they allowed nothing for it.²¹²

- 2.124** Mr Shepherd acknowledged that ‘despite the poor quality of the facilities and the safety concerns, the numbers for major events have increased’ in recent times. Although, he was of the view that these increased attendance rates could not be sustained without the redevelopment of the stadium.²¹³
- 2.125** Mr Shepherd expected that the redevelopment would attract other sporting clubs to move events to Moore Park. This would be in addition to the long term contracts the Trust already has with the Sydney Roosters, Sydney FC, Sydney Swans, and Rugby Union international games.²¹⁴

Infrastructure NSW

- 2.126** Contrary to the evidence received from the Office of Sport, discussed at 2.115 to 2.117, the committee heard that Infrastructure NSW, in preparing the business cases for the Sydney Football Stadium and Stadium Australia, had ‘specifically asked the Office of Sport to provide us with a network-wide set of assumptions about content, which they did, to make sure that it was entirely internally consistent and that there was no duplication or double counting’.²¹⁵

²¹⁰ Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 29 June 2018, p 8.

²¹¹ Evidence, Mr Matt Miller, Chief Executive Officer, Office of Sport, 29 June 2018, p 5.

²¹² Evidence, Mr Tony Shepherd, Chairman of Trustees, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 43.

²¹³ Evidence, Mr Tony Shepherd, Chairman of Trustees, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 44.

²¹⁴ Evidence, Mr Tony Shepherd, Chair, Sydney Cricket and Sports Ground Trust, 6 August 2018, p 43.

²¹⁵ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, p 56.

- 2.127** Mr Jim Betts, Chief Executive Officer, Infrastructure NSW stated that these assumptions, apparently provided by the Office of Sport showed what fixtures would be attracted by each of the venues. This information was in turn was used as ‘input to the analysis around attendances’ for the new stadiums.²¹⁶
- 2.128** Ms Janett Milligan, Advisor, Infrastructure NSW explained that the assumptions in the business case analyses are ‘historically based, so they look over the event schedule for the last number of years’ in order to predict ‘what is likely to happen into the future’.²¹⁷
- 2.129** For example, the Sydney Football Stadium business case assumes that ‘16 NRL regular season (non-finals) club matches will be played at new stadium’. Of these 16 games, 11 will be played by the Sydney Roosters who will retain the new stadium as their home ground. The additional five NRL games, it is assumed, would ‘come from clubs who currently play some of their games at the Sydney Football Stadium (South Sydney Rabbitohs and the St George Dragons) increasing their presence and/or from attracting NRL games currently being played at suburban venues’.²¹⁸
- 2.130** Infrastructure NSW explained that attendance rates were calculated by ‘multiplying each event by the average 5-year attendance for that type of event at the Sydney Football Stadium’.²¹⁹
- 2.131** When questioned as to whether the Office of Sport had provided the basis of the assumptions for the Sydney Football Stadium, both Mr Betts and Ms Milligan responded yes.²²⁰ However, Ms Milligan attempted to clarify this response by explaining that:

... individual venues were thinking about their event calendar and individual business cases were making assumptions about events. Office of Sport has a network wide view and so they mapped it all out and we have included that in these business cases, just so there is clarity about which venues in the network are assuming which content. That was the role that Office of Sport played.²²¹

Committee comment

- 2.132** Throughout the inquiry, key government agencies continually referred to other agencies when questioned about the assumptions contained in the business cases. This raises questions as to the source and validity of the assumptions. These questions have not been adequately answered during the course of this inquiry.
- 2.133** The committee notes that Infrastructure NSW and KPMG have gone some way towards explaining how the forecast event and attendance figures came about. However, even these explanations were not comprehensive.

²¹⁶ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 8 June 2018, p 43;

²¹⁷ Evidence, Ms Janett Milligan, Advisor, Infrastructure NSW, 6 August 2018, p 56.

²¹⁸ Answers to questions on notice, NSW Government, 25 June 2018, p 19; Evidence, Ms Janett Milligan, Advisor, Infrastructure NSW, 6 August 2018, pp 56-57.

²¹⁹ Answers to questions on notice, NSW Government, 25 June 2018, p 15.

²²⁰ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, p 57; Evidence, Ms Janett Milligan, Advisor, Infrastructure NSW, 6 August 2018, p 57.

²²¹ Evidence, Ms Janett Milligan, Advisor, Infrastructure NSW, 6 August 2018, p 58.

- 2.134** As a result, the committee is concerned that the assumptions may have been inflated.
- 2.135** For this reason, the committee recommends that the NSW Government immediately commission an independent audit of the assumptions contained in the various business cases for stadia and publish the results of the audit on the Infrastructure NSW website.

Recommendation 8

That the NSW Government immediately commission an independent audit of the assumptions contained in the various business cases for stadia and publish the results of the audit on the Infrastructure NSW website.

- 2.136** Also of concern to the committee is the viability of suburban stadia if NRL teams do not continue to play games at these stadia once the new Western Sydney Stadium and Sydney Football Stadium are opened. The committee notes that media reports dispute the assumption that NRL teams, other than the Parramatta Eels, would commit to moving to the stadium as their competition homeground.
- 2.137** The committee believes it is incumbent on the government to commit to a timetable to develop a memorandum of understanding with the various sporting codes to guarantee sufficient event content for suburban stadia into the future.

Chapter 3 Community consultation

This chapter reviews the manner in which development and planning assessment processes for the Sydney Football Stadium, Stadium Australia, Western Sydney Stadium shaped community consultation and community input on the projects. The chapter then moves to an analysis of the consultation process and the impacts of the NSW Government's stadia strategy on the community, in particular the communities surrounding Moore Park and in Western Sydney.

Community consultation during the development and planning process

3.1 The new Western Sydney Stadium and the Sydney Football Stadium projects have been classified as State Significant Projects under the *State Environmental Planning Policy (State and Regional Development) 2011*. The Western Sydney Stadium is state significant as per Schedule 1 of the Planning Policy, which specifies that any cultural, recreation and tourist facilities with capital investment exceeding \$30 million is state significant.²²² The Sydney Football Stadium redevelopment is also state significant as per Schedule 2 of the Planning Policy, which specifies that 'development on land identified as being within Fox Studios, Moore Park Showgrounds and Sydney Sports Stadiums Site on the State Significant Development Sites Map' with a capital investment exceeding \$10 million is a state significant development.²²³

State Significant Infrastructure

3.2 All State Significant Infrastructure applications must be publicly exhibited for a minimum 28 days, in addition to written notification sent to residents in the area; the advertisement of the project in a State wide newspaper; and the publishing of project information on the Department of Planning and Environment's major projects website.²²⁴

3.3 State Significant Infrastructure applications are assessed by the Department of Planning and Environment, against the following criteria:

- existing strategic plans and policies (including State, regional and local)
- feedback and comments from the relevant local council(s)
- specialised and technical input and advice received from Federal and State Government agencies
- public submissions received during the exhibition
- the public interest.²²⁵

²²² *State Environmental Planning Policy (State and Regional Development) 2011*, Sch 1, s 13, subs (1).

²²³ *State Environmental Planning Policy (State and Regional Development) 2011*, Sch 2, s 7.

²²⁴ NSW Department of Planning and Environment, *State Significant Development*, <https://www.planning.nsw.gov.au/Assess-and-Regulate/Development-Assessment/Planning-Approval-Pathways/State-Significant-Development>.

²²⁵ NSW Department of Planning and Environment, *State Significant Development*, <https://www.planning.nsw.gov.au/Assess-and-Regulate/Development-Assessment/Planning-Approval-Pathways/State-Significant-Development>.

- 3.4** The Department's recommendations for the project are then referred to the Minister for Planning for consent.²²⁶
- 3.5** Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, pointed out that the planning process for the two stadiums, as State Significant projects, does not include public hearings as a form of community input. Instead the planning process is informed by the responses to public submissions made during the Environmental Impact Statement public exhibition.²²⁷

Community input

- 3.6** The majority of community-based inquiry participants condemned the lack of community consultation by the government concerning the State Significant stadia redevelopment proposals.²²⁸
- 3.7** This section analyses the opportunities provided to communities to contribute to the proposals for redevelopment. The impact of the redevelopment is then discussed in the following section.

Sydney Football Stadium EIS process

- 3.8** As noted in 3.1, the Sydney Football Stadium redevelopment is a State Significant development under Schedule 2 of the *State Environmental Planning Policy (State and Regional Development) 2011*.
- 3.9** Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment told the committee that in April 2018, a planning focus meeting was convened by the Department with representatives from the City of Sydney and other government agencies about potential key environmental considerations to be addressed by Infrastructure NSW in its Environmental Impact Statement (EIS) for the new stadium project.²²⁹
- 3.10** Mr Gainsford indicated that the Department, as part of the EIS exhibition, sent 37,000 'letters out to landowners and occupiers of properties around the proposal', in addition to providing information about the project on social media and the Department's website.²³⁰

²²⁶ NSW Department of Planning and Environment, *State Significant Development*, <https://www.planning.nsw.gov.au/Assess-and-Regulate/Development-Assessment/Planning-Approval-Pathways/State-Significant-Development>

²²⁷ Evidence, Mr David Gainsford, Executive Director Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 4; Department of Planning and Environment, The Gateway process, <https://www.planning.nsw.gov.au/Plans-for-your-area/Local-Planning-and-Zoning/The-Gateway-Process>.

²²⁸ See for example Submission 19, Mr Michael Ruiz; Submission 47, Ms Helen Simpson; Submission 48, Dr Muesser Eminoglu; Submission 88, Dr Nicola Heywood; Submission 104, Ms Leonie de Groen; Submission 109, Ms Kate Gilroy; Submission 172, Name suppressed; Submission 195 Mr Michael Eizenberg; Submission 251, Ms Jennifer Cullen; Submission 259, Mr Jonathan Pepper.

²²⁹ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 2.

²³⁰ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 9.

- 3.11** The EIS was publicly exhibited from 14 June to 11 July 2018.²³¹ In response to the Stage 1 EIS, 726 submissions were received, of which 672 were opposed to the Sydney Football Stadium redevelopment.²³²
- 3.12** As outlined in paragraphs 3.3 to 3.5, the Department of Planning and Environment will assess the response lodged by Infrastructure NSW to the Stage 1 EIS submissions and make a recommendation to the Minister for Planning for a determination. If approved, Infrastructure NSW will need to lodge a 'second application for the design, construction and operation of the stadium' which will go through the same process of public exhibition, assessment by the Department, and referral to the Minister for Planning for a determination.²³³
- 3.13** Pending the decision of the Minister regarding the Sydney Football Stadium redevelopment, the only avenue available to stakeholders who may wish to appeal the decision will be judicial review proceedings in the Land and Environment Court.²³⁴
- 3.14** If the second application is approved, site access for the demolition of the Sydney Football Stadium would not commence until after the Sydney Cricket Test Match in January 2019.²³⁵

Community discontent with consultation under the EIS process

- 3.15** Mr Jim Betts, Chief Executive Officer, Infrastructure NSW outlined the process of community consultation that had been carried out for the purposes of the Sydney Football Stadium redevelopment, including correspondence to residents, briefings, pop-up stalls, and community information sessions:

We distributed 23,000 flyers to residents and businesses in the area. We wrote to 83 stakeholders from 25 different organisations offering briefings, held 12 stakeholder briefings, four pop-up stalls, and three community information sessions spread out over a two-week period in May. Those sessions were advertised four times, each twice in the *Wentworth Courier* and twice in the *Southern Courier*. We held information sessions for the Sydney Cricket Ground Trust members and we established a website which had almost 700 visitors. I think we have done everything that we can to engage with the community in forums, whether they are online, direct, or face to face.²³⁶

- 3.16** In addition, the Sydney Cricket and Sports Ground Trust advised that it had 'two precinct advisory panels to improve the flow of information and understanding of current operations and any future work' – the Trust Advisory Group (TAG) and the Members Advisory Group.²³⁷

²³¹ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 2.

²³² Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 5.

²³³ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 2.

²³⁴ Answers to question on notice, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 22 August 2018, p 2.

²³⁵ Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 6 August 2018, pp 50-51.

²³⁶ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, p 59.

²³⁷ Submission 289, NSW Government, p 12.

These two groups enable the Trust to 'better understand the concerns of its members, sports partners, neighbours and other stakeholders'.²³⁸

3.17 However, the committee heard that, notwithstanding these processes, the experience of the communities of Moore Park and surrounds regarding the Sydney Football Stadium redevelopment correlates with that of Parramatta and Western Sydney communities.

3.18 Several inquiry participants insisted that Infrastructure NSW, the Sydney Cricket and Sports Ground Trust and the NSW Government had made a poor attempt at consulting the community about the project.²³⁹

3.19 Ms Maria Bradley, Member of Keep Sydney Beautiful argued there had been little public consultation or opportunities for public input in the development and planning process for the redevelopment. She explained that at an information session conducted by Infrastructure NSW there was no opportunity to give feedback, or to gain more information about the project:

We did not get our feedback recorded; we were not asked for our feedback. When we asked questions about the traffic studies, we were told that they would be conducted later. They had the image of the stadium and we said, "Where is the design?" and they said, "Oh, this is just a concept design". It was hard really to get more information than face value.²⁴⁰

3.20 Keep Sydney Beautiful gave evidence that the correspondence from Infrastructure NSW about a public consultation regarding the Environmental Impact Statement (EIS) had been insufficient, claiming that 'nobody in the south-east seems to have received one of the 23,000 letters'.²⁴¹

3.21 Similarly, Mr Jason Downing, Member of Saving Moore Park said the only correspondence a number of residents had received was a card that stated: 'We visited and you were not here. Then we got correspondence with more detail that stated that you could go to the website and look at ... [the EIS]'.²⁴²

3.22 Mr Downing argued that the 'speed with which both the Environmental Impact Statement [EIS] has been put up for review and the time frame that they are looking at for demolition gives us real concerns about how genuine the interest in community consultation will be'.²⁴³ He further stated that people do not 'have a real sense, unless they read it in the papers, of the time frame that Infrastructure NSW is looking at to get things ripped out and the demolition underway'.²⁴⁴

²³⁸ Submission 289, NSW Government, p 12.

²³⁹ See for example, Submission 157, Miss Nimmity Zapert; Submission 191, Mr Steve Starr; Submission 232, Mr Paul Robson; Submission 294, Mrs Nicola Reindorf; Submission 296, Mr Chris Rodd; Submission 297, Mr Graham Lauren; Submission 298, Miss Louise O'Brien; Submission 304, Mr Moritz Usleber; Submission 305, Mr David Wilson; Submission 310, Ms Vanessa White.

²⁴⁰ Evidence, Ms Maria Bradley, Member, Keep Sydney Beautiful, 29 June 2018, p 24.

²⁴¹ Evidence, Ms Maria Bradley, Member, Keep Sydney Beautiful, 29 June 2018, p 26; Evidence, Ms Jane Grusovin, Member, Keep Sydney Beautiful, 29 June 2018, p 26; Evidence, Ms Katey Grusovin, Member, Keep Sydney Beautiful, 29 June 2018, p 26.

²⁴² Evidence, Mr Jason Downing, Member, Saving Moore Park, 29 June 2018, p 20.

²⁴³ Evidence, Mr Jason Downing, Member, Saving Moore Park, 29 June 2018, p 20.

²⁴⁴ Evidence, Mr Jason Downing, Member, Saving Moore Park, 29 June 2018, p 20

3.23 Mr Michael Waterhouse, Member of Saving Moore Park explained that while assurances had been received from Infrastructure NSW that Moore Park would not be directly affected by the redevelopment, they disputed whether these assurances could be relied on:

We have had an assurance that Moore Park will not be directly affected, but we were also given an assurance by Infrastructure NSW that we would be given 42 days to have a look at the environmental impact statement. That has been reduced to 28 days. So having been given that assurance the question is: Can we rely on an assurance being given to us about Moore Park? We hope so, but we obviously need to ensure that we monitor things very closely, and the only way of doing that, I believe, is not relying on what information they decide to filter or drip out to us, but to be part of a structured process. We see that as particularly important.²⁴⁵

3.24 Mr Waterhouse argued that community consultative committees should have been established for the EIS phase of the project so as to 'provide an opportunity for structured feedback' to be given to the government.²⁴⁶ Mr Waterhouse reasoned that 'more rigorous and consistent community involvement' is needed with such projects where an 'effective community voice' is required.²⁴⁷

3.25 The City of Sydney asserted that the NSW Government had not consulted or informed the council of the decision to prioritise the redevelopment of the Sydney Football Stadium before it was announced.²⁴⁸ Rather, the council was of the view that the 'State Government made its decision without consultation with the City of Sydney or the local community, and without consideration of all of the impacts'.²⁴⁹

3.26 The City of Sydney further stated that during a briefing with Infrastructure NSW in May 2018, it was not provided with any 'detailed information or plans' of the project. The City of Sydney also argued that the EIS public exhibition period, which is 28 days instead of 42 days as promised, was 'too short for meaningful community consultation on such a significant development'.²⁵⁰

Was the EIS completed before consultation concluded?

3.27 During questions from the committee, statements made by Infrastructure NSW suggested that consultation for the EIS process had been completed before all stakeholder contributions had been lodged for consideration.

3.28 Mr Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands, at the hearing on Friday 8 June 2018, told the committee that the organisation was in the process of finalising its submission for the EIS to be included by Infrastructure NSW before it went on public display.²⁵¹

²⁴⁵ Evidence, Mr Michael Waterhouse, Member, Saving Moore Park, 29 June 2018, p 21.

²⁴⁶ Evidence, Mr Michael Waterhouse, Member, Saving Moore Park, 29 June 2018, pp 20-21.

²⁴⁷ Submission 285, Saving Moore Park, p 4.

²⁴⁸ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 1.

²⁴⁹ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 1.

²⁵⁰ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 5.

²⁵¹ Evidence, Mr Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands, 8 June 2018, p 61.

- 3.29** This stood at variance with a statement made by Infrastructure NSW earlier at that same hearing. Mr Riches, Head of Projects NSW said that the EIS for stage 1 was complete with its release imminent: 'All relevant documentation for the planning application is complete. Environmental studies are completed and finished, and community consultation process is satisfied. The application is ready for lodgement now'.²⁵²
- 3.30** The EIS was put on public exhibition on Tuesday 12 June 2018, four days later.²⁵³

Stadium Australia (ANZ)

- 3.31** The NSW Government told the committee that the development and planning assessment process for Stadium Australia, including opportunities for public input, will be determined following completion of the Final Business Case.²⁵⁴
- 3.32** The Final Business Case for the Stadium Australia redevelopment will be prepared by Infrastructure NSW for consideration by either a newly elected or re-elected government in the second quarter of 2019.²⁵⁵

Western Sydney Stadium EIS process

- 3.33** An Environmental Impact Statement (EIS) was publically exhibited from 21 July to 19 August 2016 for the new Western Sydney Stadium. The EIS outlined the concept proposal and stage 1 works application for the stadium. Eighty-two submissions were received in response to the stage 1 EIS.²⁵⁶ A number of these submissions objected to the demolition of the Parramatta Pool as part of the stadium concept proposal.²⁵⁷ The stage 1 application was approved by the then Minister for Planning, the Hon Rob Stokes MP, on 7 December 2016.²⁵⁸
- 3.34** In August 2017, the Hon Rob Stokes MP, Minister for Planning approved the stage 2 application for the project which was publically exhibited from 9 March to 7 April 2017 with 27

²⁵² Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 8 June 2018, p 44.

²⁵³ Media release, Department of Planning and Environment 'Sydney Football Stadium redevelopment EIS on exhibition', 12 June 2018, https://planning.nsw.gov.au/~/_/media/Files/DPE/Media-Releases/2018/June/Sydney-Football-Stadium-redevelopment-EIS-on-exhibition-2018-06-12.ashx.

²⁵⁴ Submission 289, NSW Government, p 7.

²⁵⁵ Evidence, Mr Jim Betts, Chief Executive Officer, Infrastructure NSW, 6 August 2018, pp 49 and 67.

²⁵⁶ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 2.

²⁵⁷ Department of Planning and Environment, Major Project Assessments, *Western Sydney Stadium (Concept & Stage 1 Demolition)*, http://www.majorprojects.planning.nsw.gov.au/index.pl?action=view_job&job_id=7534.

²⁵⁸ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 2.

submissions received in response.²⁵⁹ The majority of submissions again objected to the demolition of the pool and the process by which this decision was made.²⁶⁰

- 3.35** While the Department of Planning and Environment acknowledged 'that the demolition of the Parramatta Swimming Centre will have a negative social impact', it was still of the view that the 'proposal provides for significant social and economic benefits, which will benefit NSW, [the] greater western Sydney region and Parramatta'.²⁶¹ The impact of this decision will be discussed in the following section.

Did consultation occur within the EIS process?

- 3.36** The North Parramatta Resident Action Group contended that Venues NSW, as the government proponent of the new Western Sydney Stadium 'did not consult with the local community ... during the preparation of the Environmental Impact Statement for the Stadium's Stage 1 Development Application'.²⁶² The Group claimed this breached the Department of Planning and Environment's Critical State Significant Infrastructure Standard Secretary's Environmental Assessment Requirements. The requirements state that in preparing an Environmental Impact Statement the project must be 'informed by consultation, including with ... the community'.²⁶³
- 3.37** Ms Suzette Meade, Secretary, North Parramatta Residents Action Group indicated that there had been an 'absence of genuine and authentic consultation prior to announcements' regarding the new Western Sydney Stadium and the demolition of the Parramatta and District War Memorial Swimming Pool.²⁶⁴ Parramatta residents, Mr Bob Edgar and Ms Renee Moore also asserted that there had been little to no community consultation regarding 'the size, location or design of the stadium or the future of Parramatta Pool',²⁶⁵ especially before the Environmental Impact Statement was made public.²⁶⁶
- 3.38** Ms Moore also claimed that the only input sought regarding the redevelopment was from NRL and soccer fans.²⁶⁷ This was echoed by the North Parramatta Resident Action Group who stated

²⁵⁹ Evidence, Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment, 6 August 2018, p 2.

²⁶⁰ Department of Planning and Environment, Major Project Assessments, *Western Sydney Stadium (Stage 2 Design Construction)*, http://www.majorprojects.planning.nsw.gov.au/?action=list_submissions&job_id=8175&title=EIS%20-%20Website%20Submissions&type=2.

²⁶¹ Department of Planning and Environment, State Significant Development Assessment Report: Western Sydney Stadium Concept Proposal & Stage 1 (SSD 7534), November 2016, <https://majorprojects.accelo.com/public/1c840e1bd82caff608115e4febbd3328/SSD%207534%20Assessment%20Report.pdf>.

²⁶² Submission 272, North Parramatta Residents Action Group, p 7.

²⁶³ NSW Department of Planning and Environment, Critical State Significant Infrastructure Standard Secretary's Environmental Assessment Requirements SEARS, December 2015, http://www.planning.nsw.gov.au/~/_media/Files/DPE/Other/critical-state-significant-infrastructure-standard-secretarys-environmental-assessment-requirements-SEARS-2015-12.ashx.

²⁶⁴ Evidence, Ms Suzette Meade, Secretary, North Parramatta Residents Action Group, 6 August 2018, p 31.

²⁶⁵ Submission 230, Mr Bob Edgar, p 2.

²⁶⁶ Submission 164, Ms Renee Moore, p 1.

²⁶⁷ Submission 164, Ms Renee Moore, p 1.

that at a meeting in August 2016 with Venues NSW, the Group was advised that community consultation had been limited to 'rugby league and A-league stakeholders such as the NRL, AFL, the Parramatta Eels and the Western Sydney Wanderers'.²⁶⁸

- 3.39** These claims were confirmed by the Environmental Impact Statement for Stage One of the Western Sydney Stadium. The document lists the stakeholders that had been consulted 'to inform the overall objectives, design requirements and issues for consideration' of the project. Of these stakeholders, those considered to represent the community were members of the stadium and supporters of the sports games hosted there 'to understand issues for user experiences on game days'.²⁶⁹ No mention was made of local residents.

Impact of the stadiums strategy on communities

- 3.40** Inquiry participants put forward a range of concerns regarding the anticipated and known impacts of the stadium redevelopments for communities in both the eastern and western suburbs of Sydney.

Impacts on the Moore Park community

- 3.41** A number of inquiry participants emphasised the detrimental impacts the Sydney Football Stadium redevelopment will have on the surrounding community and parklands during and post construction.
- 3.42** Many stakeholders argued that the stadium redevelopment would 'disrupt the surrounding residential (conservation) areas and parklands'; lead to an 'ongoing loss of trees to facilitate an expanded footprint of the new stadium'; and result in increased traffic congestion.²⁷⁰ Inquiry participants argued that the proposal for the redevelopment of Sydney Football Stadium was misleading as it was about 'creating a multi-complex entertainment precinct' in an already highly congested area where demand for such facilities is minimal.²⁷¹
- 3.43** The City of Sydney claimed 'traffic congestion is a major issue in the area surrounding the stadium' which is exacerbated on event days. In support of this, the council cited the findings of a traffic consultant who contributed to the Centennial Park and Moore Park Trust's *Moore*

²⁶⁸ Submission 272, North Parramatta Residents Action Group, p 7.

²⁶⁹ AECOM Australia on behalf of Infrastructure NSW, *Environmental Impact Statement Volume 1 Main Report & Appendices A to C, Stage 1 - Concept Proposal and Demolition, 15 July 2016 Western Sydney Stadium*, p 56, https://majorprojects.accelo.com/public/3c889dd2848ade9245309a53004e59ab/Western%20Sydney%20Stadium%20Environmental%20Impact%20Statement_Sections%2002-07.pdf.

²⁷⁰ See for example Submission 121, Mr Graeme Tychsen; Submission 146, Ms Daniela Milanesi; Submission 233, Ms Julie Osborne; Submission 248, Mr Charles Powell; Submission 261, Ms Josefa Green; Submission 285, Saving Moore Park, p 5; Submission 316, Mr Glenn Meadley.

²⁷¹ See for example Submission 12, Mr Deepak Khuller; Submission 33, Ms Miranda Smith; Submission 119, Name suppressed; Submission 120, Miss Margot Hilton; Submission 125, Mr Barry Kelleher; Submission 153, Name suppressed; Submission 206, Name suppressed; Submission 214, Name suppressed; Submission 293, Mr Richard Stanford.

Park Masterplan 2040 who identified 'lengthy delays leaving car parks following events ... due to significant levels of existing non-event traffic congestion on surrounding roads'.²⁷²

- 3.44** The City of Sydney highlighted the impacts of event traffic for people living and working in the areas surrounding the stadium, with roads often coming to a standstill as a result of the congestion.²⁷³
- 3.45** This was supported by Ms Jane Grusovin, a local resident and member of Keep Sydney Beautiful who stated that on event days you 'avoid the area. You avoid driving around the area when there are any of those big matches'.²⁷⁴
- 3.46** Mr David Riches, Head of Projects NSW, Infrastructure NSW acknowledged concerns voiced by Paddington residents about on-street car parking on event days but was of the view it was an enforcement issue for the City of Sydney to address.²⁷⁵
- 3.47** According to Lord Mayor Clover Moore, City of Sydney, the Centennial and Moore Park Trust had failed to deliver its 2003 commitment to the removal of car parks on parklands.²⁷⁶ In addition, Mr Sebastian Smyth, Executive Manager, City Access and Transport, City of Sydney advised that he was aware of plans for 6,000 car park spaces in structured car parks for the precinct since 2015.²⁷⁷
- 3.48** While the City of Sydney acknowledged that the May 2018 *Sydney Football Stadium Redevelopment Transport and Accessibility Strategy* 'claims no increase in on-site car parking', the council was concerned that future car parking increases would be approved.²⁷⁸
- 3.49** As a result, the City of Sydney recommended that the NSW Government commit to 'no additional permanent parking and the removal of all informal parking on the sports field and parkland in the Moore Park area'.²⁷⁹
- 3.50** Mr Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands addressed concerns of additional car parking on parklands by explaining that with the 'introduction of the light rail there will be a progressive removal of car parking from the green spaces—the grass on Moore Park'.²⁸⁰ However, Mr Ellis acknowledged that under the Moore Park Master Plan 2040 some additional remote car parking at Moore Park Golf Course and at E. S. Marks Athletics

²⁷² Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 3.

²⁷³ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 3.

²⁷⁴ Evidence, Ms Jane Grusovin, Member, Keep Sydney Beautiful, 29 June 2018, p 27.

²⁷⁵ Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 8 June 2018, p 48.

²⁷⁶ Evidence, Lord Mayor Clover Moore, City of Sydney, 8 June 2018, p 72.

²⁷⁷ Evidence, Mr Sebastian Smyth, Executive Manager, City Access and Transport, City of Sydney, 8 June 2018, p 74.

²⁷⁸ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 4.

²⁷⁹ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 5.

²⁸⁰ Evidence, Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands, 8 June 2018, p 61.

Field had been forecast. This would allow parklands in Moore Park East to recover for public recreation.²⁸¹

- 3.51** Mr Jamie Barkley, Chief Executive Officer, Sydney Cricket and Sports Ground Trust, told the committee that of those people attending the grounds almost half do so by walking, while 14 per cent of attendees use ride sharing such as Uber to get to and from the stadium. As a result, car use and the subsequent requirement for car parking was limited.²⁸²
- 3.52** Mr Barkley and Mr Riches were of the view that improved pedestrian access from Central Station via Devonshire St and the Tibby Cotter Bridge would further increase the usage of pedestrian access to the stadium.²⁸³
- 3.53** The City of Sydney also observed that the final business case states that the rebuild option will 'convert a sporting stadium into a mega-entertainment precinct'.²⁸⁴ This will have significant impacts on residents with noise, lights and parking from events acting as disturbances.
- 3.54** Mr Jason Downing, and Mr Michael Waterhouse, Members of Saving Moore Park, explained that while assurances had been given by the Sydney Cricket Ground Trust Advisory Group that the parklands would not be used a holding pen for equipment or truck parking, they were concerned that this 'might be subject to change if the reality of the job becomes bigger or there are more demands to get it done quickly'.²⁸⁵
- 3.55** The NSW Government was adamant that the new stadium including the demolition and construction works would not have an impact on Moore Park East or Kippax Lake and the historic fig trees that surround the lake.²⁸⁶ Instead, the stadium redevelopment would 'vastly improve the venue's integration with the parklands and the residential communities that border the SCG precinct'.²⁸⁷ The NSW Government also asserted that the 'black gates that enclose SCG Trust lands' would eventually be removed to 'provide new public boulevards and grassed areas shaded by mature trees'.²⁸⁸
- 3.56** Some inquiry participants argued that instead of the new stadium, the parklands at Moore Park should be preserved as green space to fulfil its original intent and use, and provide a 'recreational oasis in an area of intense population growth'.²⁸⁹

²⁸¹ Evidence, Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands, 8 June 2018, p 63.

²⁸² Evidence, Mr Jamie Barkley, Chief Executive Officer, Sydney Cricket and Sports Ground Trust, 8 June 2018, pp 55-56.

²⁸³ Evidence, Mr Jamie Barkley, Chief Executive Officer, Sydney Cricket and Sports Ground Trust, 8 June 2018, p 55; Evidence, Mr David Riches, Head of Projects NSW, Infrastructure NSW, 8 June 2018, p 48.

²⁸⁴ Answers to questions on notice, Lord Mayor Clover Moore, City of Sydney, 2 July 2018, p 2.

²⁸⁵ Evidence, Mr Jason Downing, Member, Saving Moore Park, 29 June 2018, p 20; Evidence, Mr Michael Waterhouse, Member, Saving Moore Park, 29 June 2018, p 21.

²⁸⁶ Submission 289, NSW Government, p 13.

²⁸⁷ Submission 289, NSW Government, p 13.

²⁸⁸ Submission 289, NSW Government, p 13.

²⁸⁹ Submission 10, Name suppressed, p 1; Submission 155, Name suppressed, p 1; Submission 186, Ms Joanna Forman, p 1.

Impacts on the Western Sydney community

- 3.57** Mr Jason Burcher, submission author, indicated that the new Western Sydney Stadium would severely impact the world heritage views from Old Government House, and permanently damage the UNESCO world heritage listed views and vistas in Parramatta Park.²⁹⁰
- 3.58** However, the Department of Planning predicts that the post construction impacts of the new stadium such as noise and light spill will be minimal, with appropriate strategies in place to minimise any potential adverse effects such as a Noise Management Plan and lighting to be installed according to Australian Standards for public space lighting.²⁹¹

Parramatta and District War Memorial Swimming Pool

- 3.59** Since the closure of the pool on 31 March 2017, residents of Parramatta have felt the full effects of being without a pool during summer. Inquiry participants referred to the demolition of the pool as a 'massive loss',²⁹² with people no longer able to socialise or exercise.²⁹³ Some stakeholders were also concerned that council rates may increase in order to fund the new pool.²⁹⁴
- 3.60** Ms Suzette Meade, Secretary, North Parramatta Residents Action Group advised that the loss of the Parramatta Pool has 'directly impacted the community' with the pool previously being host to: '35 swimming carnivals, 14 primary school learn to swim programs, five high school learn to swim programs, home to the Parramatta Water Polo Club, Parramatta Memorial Swimming Club and 3,300 learn to swim enrolments'.²⁹⁵ As a result, schools are now faced with greater costs through hiring buses and travel to get to pools in adjoining areas, about 10 to 12 kilometres away, in an attempt to continue swimming carnivals and learn to swim programs.²⁹⁶
- 3.61** In response to these concerns, the NSW Government advised that an *Interim Swimming Pool Management Plan* had been developed to meet the conditions of the stage 1 for the State Significant development application for the new stadium to mitigate the impact on pool users' in the Parramatta area. The Plan identified a 'number of alternative swimming centres within a

²⁹⁰ Submission 209, Mr Jason Burcher, pp 4-5.

²⁹¹ Department of Planning and Environment, State Significant Development Assessment Report: The Western Sydney Stadium (Stage 2 Design and Construction), 11-13 O'Connell Street, Parramatta (SSD 8175), pp iv and 61, <https://majorprojects.accelo.com/public/04745fb355ddf188a6292cada8d0a7fa/SSD%208175%20Assessment%20Report.pdf>.

²⁹² Submission 1, Name suppressed, p 1.

²⁹³ See Submission 2, Name suppressed, p 1; Submission 166, Mr Graeme Doherty, p 1; Submission 269, Name suppressed, p 1; Submission 280, Mr James MacMaster, p 1.

²⁹⁴ See Submission 5, Name suppressed, p 1; Submission 6, Name suppressed, p 1; Submission 164, Ms Renee Moore, p 1; Submission 211, Ms Robyn Evans, p 1.

²⁹⁵ Evidence, Ms Suzette Meade, Secretary, North Parramatta Residents Action Group, 6 August 2018, p 30.

²⁹⁶ Evidence, Ms Suzette Meade, Secretary, North Parramatta Residents Action Group, 6 August 2018, pp 32-33.

10 kilometre radius of the swimming centre that can accommodate existing pool users until a replacement swimming centre' is delivered.²⁹⁷

- 3.62** However, the *Interim Swimming Pool Management Plan* did not provide for a new pool to be built and operational in Parramatta before the closure and demotion of the existing pool. Instead, it encouraged Parramatta residents to use the Epping Aquatic Centre, some 11 kilometres and between 16-40 minutes depending on traffic. The committee heard that the next closest aquatic centre was at Sydney Olympic Park which was again roughly 10 kilometres away, between 14-35 minutes depending on traffic and involved an \$8 entry fee plus a parking fee of \$5 per an hour.²⁹⁸
- 3.63** Instead, the government committed \$30 million of funding to assist the City of Parramatta Council to deliver an equivalent facility.²⁹⁹ The committee heard that this was insufficient to meet the full costs of construction of a new facility.³⁰⁰
- 3.64** It was reported that a replacement aquatic centre at Mays Hill will cost \$75.2 million with the City of Parramatta seeking an additional \$10 million from the NSW Government to fund the new pool. It was also claimed that the issue of funding had delayed construction of the project.³⁰¹
- 3.65** According to the City of Parramatta website, the detailed design and planning approvals for the new Parramatta Aquatic Leisure Centre will be sought in late 2018 with construction planned to commence in 2019. It is anticipated that the new pool will open in 2020.³⁰²
- 3.66** Inquiry participants highlighted the necessity of a pool in Parramatta due to what can often be extreme summer heat:
- 'The Parramatta Pool was a place I could go to cool down'³⁰³
 - 'Parramatta was left without a pool for the summer, and ongoing summers'³⁰⁴

²⁹⁷ Infrastructure NSW and City of Parramatta, *Closure of Parramatta Swimming Centre - Interim Recreation Swimming Pool Management Plan*, August 2018, p 3, http://infrastructure.nsw.gov.au/media/1700/interim-recreation-swimming-pool-management-plan_version-c-final_web.pdf.

²⁹⁸ Sydney Olympic Park, *Casual parking*, <https://www.sydneyolympicpark.com.au/Parking/Casual-Parking>

²⁹⁹ Submission 289, NSW Government, p 13.

³⁰⁰ Maryanne Taouk, 'Parramatta council asks State Government for additional funding for \$75m replacement pool', *Parramatta Advertiser*, 14 February 2018, <https://www.dailytelegraph.com.au/newslocal/parramatta-council-asks-state-government-for-additional-funding-for-75m-replacement-pool/news-story/732d1d9264e21177c7a59do487337e02>.

³⁰¹ City of Parramatta, *Aquatic Leisure Centre – Project Background*, <https://www.cityofparramatta.nsw.gov.au/recreation-environment/swimming/aquatic-leisure-centre-project-background>; Maryanne Taouk, 'Parramatta council asks State Government for additional funding for \$75m replacement pool', *Parramatta Advertiser*, 14 February 2018, <https://www.dailytelegraph.com.au/newslocal/parramatta-council-asks-state-government-for-additional-funding-for-75m-replacement-pool/news-story/732d1d9264e21177c7a59do487337e02>.

³⁰² City of Parramatta, *Parramatta's New Aquatic Leisure Centre*, <https://www.cityofparramatta.nsw.gov.au/poolupdate>.

³⁰³ Submission 2, Name suppressed, p 1.

³⁰⁴ Submission 6, Name suppressed, p 1.

- 'this past summer has been intolerable. The alternative option proffered by the government and local council is to swim in the river'³⁰⁵
- '[the pool provided] general relief from sweltering summers in Western Sydney'³⁰⁶
- 'We no longer have summer evenings as a family cooling down at our local pool'.³⁰⁷

3.67 Ms Meade, Secretary of the Group, was of the view that the NSW Government should 'fully fund the replacement of the Parramatta and District War Memorial Swimming Pool and the build costs of Parramatta aquatic leisure centre'.³⁰⁸

Committee comment

3.68 The committee accepts that both the Western Sydney Stadium and the Sydney Football Stadium had to be classified as State Significant projects as a result of the provisions of the *State Environmental Planning Policy (State and Regional Development) 2011*, being major recreation facilities exceeding the sum of \$30 million and \$10 million respectively. This has inevitably influenced the level of consultation, and opportunities for input, available to local communities impacted by the stadia.

3.69 Nevertheless, the State Significant Infrastructure framework sets out clear processes for community consultation. In regards to the projects to rebuild stadia at the Moore Park Precinct and in Parramatta, the committee has been told that these processes were not effective.

3.70 In the case of Moore Park, the committee heard that the Environmental Impact Statement was completed before the requisite consultation process had concluded. In the case of Western Sydney Stadium, residents have stated that they were not notified of the intention to close and demolish the pool until eight months before its closure. The committee also heard that input was sought from sporting codes and fans rather than local residents.

3.71 The evidence before the committee suggests that the government's determination to progress the projects has compromised the adequacy of mandated consultation processes. The committee finds that the NSW Government did not provide sufficient opportunities for thorough community consultation and input to inform the development and planning process for the Sydney stadiums strategy.

Finding 7

That the NSW Government did not provide sufficient opportunities for thorough community consultation and input to inform the development and planning process for the Sydney stadiums strategy.

³⁰⁵ Submission 164, Ms Renee Moore, p 1.

³⁰⁶ Submission 203, Name suppressed, p 1.

³⁰⁷ Submission 211, Ms Robyn Evans, p 1.

³⁰⁸ Evidence, Ms Suzette Meade, Secretary, North Parramatta Residents Action Group, 6 August 2018, p 31.

- 3.72** Another issue canvassed by community stakeholders related to increased traffic congestion around the Sydney Football Stadium on event days. This included on-street parking for residents and concerns regarding increased on-site car parking.
- 3.73** Some mitigation measures are already in train. The committee heard that fans are increasingly choosing to walk from Central Station to the stadium, and this is expected to increase as improvements are made to this pedestrian pathway. The new light rail is also expected to reduce the number of private vehicles travelling to events at the stadium.
- 3.74** However, the committee recognises that these measures will not adequately address community concerns regarding current traffic congestion around the stadium, and that these issues may be further compounded during and post the stadium redevelopment. To address these concerns, the committee recommends that the NSW Government conduct a roundtable with community organisations, government agencies and other key stakeholders to review and improve the effectiveness of traffic management practices during and post the stadium redevelopment.
-

Recommendation 9

That the NSW Government conduct a roundtable with community organisations, government agencies and other key stakeholders to review and improve the effectiveness of traffic management practices during and post redevelopment of Sydney Football Stadium.

- 3.75** The approach to Parramatta Pool was another source of contention.
- 3.76** While the Department of Planning and Environment's assessment of the Western Sydney Stadium highlighted the impact that the removal of the pool would have, the Department recommended the project proceed regardless.
- 3.77** The committee has reviewed the 'Interim Swimming Pool Management Plan' prepared by the government in response to concerns raised by residents of Parramatta and surrounding suburbs. While the plan acknowledges the difficulties faced by the residents of Parramatta in accessing an alternative aquatic facility, the plan does not provide any practical measures to mitigate these difficulties, particularly those regarding distance travelled, costs incurred, inconvenience caused and the disruption to local community amenity.
- 3.78** The committee notes that the Parramatta community has already endured two summers without a pool. The committee recognises the frustration of Parramatta residents who have lost an important community asset which will not be replaced for at least three years.
- 3.79** It is the view of the committee that the government has failed the Parramatta community by neglecting to ensure that an alternative facility was identified and operational prior to the closure and demolition of the Parramatta and District War Memorial Pool. The committee finds that the demolition of the Parramatta and District War Memorial Pool for the Western Sydney Stadium, without first providing an alternative facility, has severely disadvantaged the people of Parramatta.
-

Finding 8

That the demolition of the Parramatta and District War Memorial Pool for the Western Sydney Stadium, without first providing an alternative facility, has severely disadvantaged the people of Parramatta.

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- 3.80** While the government has committed some funding towards the cost of replacing the pool, the committee finds it difficult to understand why the government will not commit to fully funding the project to mitigate the impacts of the pool's demolition on the local community. Provision of a new facility is the least the government can do to compensate the people of Parramatta. The committee therefore recommends that the NSW Government fully fund the design and construction of a replacement pool for the people of Parramatta as a matter of priority.

Recommendation 10

That the NSW Government fully fund the design and construction of a replacement pool for the people of Parramatta as a matter of priority.

Appendix 1 Submissions

No.	Author
1	Name suppressed
2	Name suppressed
3	Name suppressed
4	Mr Andrew Fryc
5	Name suppressed
6	Name suppressed
7	Name suppressed
8	Name suppressed
9	Mr Greg Lenthén
10	Name suppressed
11	Dr Neil Runcie
12	Mr Deepak Khuller
13	Mr Mark Jones
14	Mr Daniel May
15	Dr Guy Keulemans
16	Name suppressed
17	Mr Rich Sanford
18	Mr Jean-Pierre Alexandre
19	Mr Michael Ruiz
20	Name suppressed
21	Ms Elizabeth Brister
22	Name suppressed
23	Mr Drew Mollineau
24	Name suppressed
25	Name suppressed
26	Name suppressed
27	Mr Ross Corrigan
28	Ms Julie Bates
29	Mr John Zucco
30	Name suppressed
31	Confidential

No.	Author
32	Name suppressed
33	Ms Miranda Smith
34	Confidential
35	Name suppressed
36	Ms Belinda Woods
37	Name suppressed
38	Mr Antonio Vizza
39	Name suppressed
40	Name suppressed
41	Name suppressed
42	Mr David Sanderson
43	Mr Philip King
44	Ms Kelly Waye
45	Ms Suzanne Hopping
46	Taylor Vernon
47	Ms Helen Simpson
48	Dr Muesser Eminoglu
49	Name suppressed
50	Name suppressed
51	Mr Mark Lewis
52	Mr William Olive
53	Ms Brooke Bannister
54	Confidential
55	Mrs Kirsten Garrett
56	Name suppressed
57	Confidential
58	Name suppressed
59	Name suppressed
60	Name suppressed
61	Mr Mark Hunter
62	SingUp Choirs
63	Mr Paul Francis
64	Miss Heather Goodman
65	Dr Antony Bolton
66	Mr Jim Donovan

No.	Author
67	Name suppressed
68	Name suppressed
69	Name suppressed
70	Mr Adam Worling
71	Name suppressed
72	Name suppressed
73	Name suppressed
74	Ms Jennifer Robinson
75	Name suppressed
75a	Name suppressed
76	Name suppressed
77	Ms Lyn Collingwood
78	Mr Patrick Li
79	Mr Bob Fawcett
80	Name suppressed
81	Mr Benjamin Poynting
82	Name suppressed
83	Ms Norma Barne
84	Ms Emma Cotterill
85	Mr Benjamin Peake
86	Dr Glen Searle
87	Name suppressed
88	Dr Nicola Heywood
89	Mr David Cutler
90	Mr Matthew Skellett
91	Mr Robert Kennard
92	Ms Marianne Polkinghorne
93	Name suppressed
94	Name suppressed
95	Lindsay Charman
96	Mr Tony Corkill
97	Confidential
98	Mrs Margaret Ramsay
99	Name suppressed
100	Mr Mathan Paulraj

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101	Mrs Chrissie Stehn
102	Name suppressed
103	Name suppressed
104	Ms Leonie de Groen
105	Mr Christopher Gilbert
106	Ms Christine Kirkwood
107	Miss Denise Barsoum
108	Mr Peter Scott
109	Ms Kate Gilroy
110	Name suppressed
111	Mr Anthony Estorffe
112	Name suppressed
113	Name suppressed
114	Confidential
115	Name suppressed
116	Dr Ray Rauscher
117	Mr David Green
118	Name suppressed
119	Name suppressed
120	Miss Margot Hilton
121	Mr Graeme Tychsen
122	Ms Ashleigh Morton
123	Mr Adam France
124	Name suppressed
125	Mr Barry Kelleher
126	Name suppressed
127	Name suppressed
128	Name suppressed
129	Confidential
130	Mr Kevin Wright
131	Name suppressed
132	Confidential
133	Ms Skye Molyneux
134	Name suppressed
135	Ms Marjanna Frank

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136	Mrs Vicki Hutchinson
137	Confidential
138	Ms Dina Barros
139	Name suppressed
140	Name suppressed
141	Mr Wiesiek Szydowski
142	Name suppressed
143	Name suppressed
144	Name suppressed
145	Ms Marilyn Long
146	Ms Daniela Milanesi
147	Mr Ross Ogden
148	Mr John David Chesterman AM LFAIA FPIA
149	Ms Diana Ryall AM
150	Ms Kate Mould
151	Name suppressed
152	Name suppressed
153	Name suppressed
154	Miss Valerie Evans
155	Name suppressed
156	Name suppressed
157	Miss Nimmity Zappert
158	Name suppressed
159	Name suppressed
160	Confidential
161	Mr Andrew Love
162	Confidential
163	Name suppressed
164	Ms Renee Moore
165	Name suppressed
166	Mr Graeme Doherty
167	Name suppressed
168	Mr Paul Bowyer
169	Ms Arabella Comyn
170	Dr Terry Lustig

No.	Author
171	Mr Kelvin Riordan
172	Name suppressed
173	Mr Rodney Clarke
174	Mr R Levi
175	Nestor Moreno
176	Mr Gordon Markwart
177	Name suppressed
178	Mrs Laura Jones
179	Mrs Marie Riordan
180	Name suppressed
181	NSW Council of Social Service (NCOSS)
182	Mr Kevin Eadie
183	Dr Anthony Knittel
184	Ms Vivien Ward
185	Ms Norelle Feehan
186	Ms Joanna Forman
187	Name suppressed
188	Mr Kim Riley
189	Name suppressed
190	Name suppressed
191	Mr Steve Starr
192	Ms Margaret Malone
193	Name suppressed
194	Mrs Nora Jones
195	Mr Michael Eizenberg
196	Name suppressed
197	Name suppressed
198	Mr Dennis Halloran
199	Ms Barbara Hall
200	Name suppressed
201	Mrs Margaret Hogg
202	Mr Neil Burley
203	Name suppressed
204	Name suppressed
205	Mr Stephen Wall

No.	Author
206	Name suppressed
207	K Maxwell
208	Football Federation Australia
209	Mr Jason Burcher
210	Ms Claire Bettington
211	Ms Robyn Evans
212	Mr Gary Hampton
213	Name suppressed
214	Name suppressed
215	Name suppressed
216	Mr Tad Boniecki
217	Mrs Francis Walsh
218	Sally Hardy
219	John Bartholomew
220	Name suppressed
221	Ms Rosemary Noonan
222	Mrs Sophia Wilson
223	Ms Robyn Tantau
224	Name suppressed
225	Confidential
226	The Paddington Society
227	Name suppressed
228	Name suppressed
229	Name suppressed
230	Mr Bob Edgar
231	City of Sydney
232	Mr Paul Robson
233	Ms Julie Osborne
234	Name suppressed
235	Name suppressed
236	Name suppressed
237	Name suppressed
238	Mr William Morrison
239	Ms Kathleen Johnson
240	Name suppressed

No.	Author
241	Elizabeth Carroll
242	Mrs Vicki Joyner
243	Name suppressed
244	Mr William Wrighton
245	Ms Catherine Joseph
246	Name suppressed
247	Kay Vernon
248	Mr Charles Powell
249	Name suppressed
250	Mr John Fraser
251	Ms Jennifer Cullen
252	Mr Damien Hawcroft
253	Mr Aaron Raikes
254	Mr George Conomos
255	Netball NSW
256	Office of the Auditor-General
257	Name suppressed
258	Ms Linda Gosling
259	Mr Jonathan Pepper
260	Ms Michelle Feehan
261	Ms Josefa Green
262	Confidential
263	Mrs Esther Hayter
264	Paddington-Darlinghurst Community Working Group
265	Name suppressed
266	Name suppressed
267	Mr Gilbert Grace
268	Ms Kathlene Hennessy
269	Name suppressed
270	Ms Helen Kvelde
271	Name suppressed
272	North Parramatta Residents' Action Group
273	Confidential
274	Mr Bruce Druery
275	Name suppressed

No.	Author
276	Mr Finbar O'Donoghue
277	Name suppressed
278	Julianne Cleland
279	Keep Sydney Beautiful
280	Mr James MacMaster
281	Ms Katherine Knight
282	Ms Yvonne Moloney
283	Toshi Kawaguchi
284	Name suppressed
285	Saving Moore Park
286	Mr Paul Murphy
287	Mr Greg Banwell
288	Daughters of ANZAC and Their Families
289	NSW Government
290	Ms Daniela Osiander
291	Name suppressed
292	Name suppressed
293	Mr Richard Stanford
294	Mrs Nicola Reindorf
295	Name suppressed
296	Mr Chris Rodd
297	Mr Graham Lauren
298	Miss Louise OBrien
299	Name suppressed
300	Wendy Carroll
301	Mr Ronald Smith
302	Name suppressed
303	Name suppressed
304	Mr Moritz Usleber
305	Mr David Wilson
306	Mr Gavin Prendergast
307	Dr Thomas Sobey
308	Name suppressed
309	Name suppressed
310	Ms Vanessa White

No.	Author
311	Alexandria Siegers
312	Name suppressed
313	Ms Faith De Savigne
314	Mr Ti Coleing
315	Ms Jacqueline Brown
316	Mr Glenn Meadley
317	Ms C.Moore Hardy
318	Name suppressed
319	Dr Stewart Whittlestone
320	Name suppressed
321	Mr Joshua Gowers
322	Name suppressed
323	Name suppressed
324	Patricia Johnson
325	National Rugby League Ltd
326	Dr Peter Bradley
327	Saving Sydneys Trees
328	Local Government NSW
329	Australian Institute of Architects
330	Mr Laurie Bennett

Appendix 2 Witnesses at hearings

Date	Name	Position and Organisation
8 June 2018 Macquarie Room, Parliament House	Mr Matt Miller	Chief Executive Officer, Office of Sport
	Mr Paul Doorn	Chief Executive Officer, Venues NSW
	Mr Charles Moore	Chief Executive Officer, Sydney Olympic Park Authority
	Mr Nick Hubble	Executive Director Commercial, Sydney Olympic Park Authority
	Mr Jim Betts	Chief Executive Officer, Infrastructure NSW
	Mr David Riches	Head of Projects NSW, Infrastructure NSW
	Ms Janett Milligan	Advisor, Infrastructure NSW
	Mr Jamie Barkley	Chief Executive Officer, Sydney Cricket and Sports Ground Trust
	Ms Deborah Kelly	General Manager, Strategy & Major Projects, Sydney Cricket and Sports Ground Trust
	Mr Kim Ellis	Executive Director, Botanic Gardens & Centennial Parklands (Centennial and Moore Park Trust)
	Clr Clover Moore	Lord Mayor, City of Sydney
	Mr Sebastian Smyth	Executive Manager, City Access and Transport, City of Sydney
	Mr Graham Jahn	Director, Planning Development and Transport, City of Sydney
Mr Laurence Johnson	Program Manager, Public Domain Strategy, City of Sydney	
29 June 2018 Macquarie Room, Parliament House	Mr Matt Miller	Chief Executive Officer, Office of Sport
	Ms Karen Jones	Executive Director, Sport Infrastructure, Office of Sport

Date	Name	Position and Organisation
	Mr Michael Waterhouse	Member, Saving Moore Park
	Mr Jason Downing	Member, Saving Moore Park
	Ms Vivienne Skinner	Member, Saving Moore Park
	Ms Maria Bradley	Member, Keep Sydney Beautiful
	Ms Jane Grusovin	Member, Keep Sydney Beautiful
	Ms Katey Grusovin	Member, Keep Sydney Beautiful
	Mr Peter Ball	Partner, KPMG
	Mr David Blackett	Director, Blackett Maguire + Goldsmith
	Mr Chris Stanley	Managing Director, MI Associates
	Mr Hugh Taylor	Principal, MI Associates
	Mr John Brogden	Former Independent Chairman, Stadia Strategy Steering Committee
	Mr Michael Anderson	Chief Operating Officer and General Manager Giants Netball, Netball NSW
	Ms Louise Sullivan	President, Netball NSW
	Ms Maria Nordstrom	Chief Executive Officer, Basketball NSW
6 August 2018 Macquarie Room, Parliament House	Mr David Gainsford	Executive Director Priority Projects Assessment, Department of Planning and Environment
	Mr Nick Weeks	Chief Operating Officer, National Rugby League
	Mr Mark Falvo	Chief Operating Officer, Football Federation Australia
	Mr Andrew Jones	Chief Executive Officer, Cricket NSW
	Ms Suzette Meade	Secretary, North Parramatta Residents Action Group
	Mr Tony Shepherd AO	Chairman of Trustees, Sydney Cricket and Sports Ground Trust

Date	Name	Position and Organisation
	Ms Deborah Kelly	General Manager, Strategy and Projects, Sydney Cricket and Sports Ground Trust
	Mr Jim Betts	Chief Executive Officer, Infrastructure NSW
	Ms Janett Milligan	Advisor, Infrastructure NSW
	Mr David Riches	Head of Projects NSW, Infrastructure NSW
	Ms Raelene Castle	Chief Executive Officer, Rugby Australia
	Mr Anthony French	Head of Professional Rugby, Rugby Australia Ltd

Appendix 3 Minutes

Minutes no. 1

Tuesday 10 April 2018

Public Works Committee

Parkes Room, Parliament House, Sydney, at 1.44 pm

1. Members present

Mr Brown, *Chair*

Dr Faruqi, *Deputy Chair*

Mr Graham

Mr Khan

Mr MacDonald

Mr Martin

Mr Searle (substituting for Ms Voltz)

2. Tabling of resolution establishing the committee

The Chair tabled the resolution of the House establishing the committee.

3. Correspondence

The committee noted the following item of correspondence:

Received:

- 5 April 2018 –Email from the Office of the Opposition Whip to the secretariat advising that the Hon Adam Searle will be substituting for the Hon Lynda Voltz for the committee’s meeting on 10 April 2018.

4. Election of Deputy Chair

The Chair called for nominations for the Deputy Chair.

Mr Searle moved: That Dr Faruqi be elected Deputy Chair of the committee.

Mr MacDonald moved: That Mr Martin be elected as Deputy Chair of the committee.

The Clerk informed the committee that, there being two nominations, a ballot would be held.

The Clerk announced the result of the ballot as follows:

Dr Faruqi – 4 votes

Mr Martin – 2 votes

Dr Faruqi, having a majority of the members present and voting, was therefore declared elected Deputy Chair of the committee.

5. Conduct of committee proceedings – media

Resolved, on the motion of Mr Khan: That unless the committee decides otherwise, the following procedures are to apply for the life of the committee:

- the committee authorise the filming, broadcasting, webcasting and still photography of its public proceedings, in accordance with the resolution of the Legislative Council of 18 October 2007
- the committee webcast its public proceedings via the Parliament’s website, where technically possible
- the committee adopt the interim guidelines on the use of social media and electronic devices for committee proceedings, as developed by the Chair’s Committee in May 2013
- media statements on behalf of the committee be made only by the Chair.

6. Consideration of terms of reference – Sydney stadiums strategy

The Chair tabled a letter to the Committee Clerk signed by Mr Brown, Dr Faruqi and Mr Graham requesting a meeting of the committee to consider the following self-reference:

1. That the Public Works Committee inquire into and report on the Government's Sydney stadiums strategy, and in particular:
 - (a) the process by which the Government developed the strategy, including the input provided by Infrastructure NSW, Venues NSW, the Sydney Cricket Ground Trust and other government agencies,
 - (b) modelling or cost benefit analyses that informed the strategy, including the compliance of such modelling or analyses with the Restart NSW Fund Act 2011,
 - (c) economic and social justifications for the strategy, including experiences in other jurisdictions and relevant academic literature,
 - (d) the development and planning assessment process for Sydney's sports stadiums, including opportunities for public input,
 - (e) the management and adequacy of safety and maintenance at Allianz Stadium,
 - (f) attendance rates at Sydney's sports stadiums and whether patrons are from Sydney, regional New South Wales, interstate or overseas,
 - (g) the total cost of the strategy, including acquisition, demolition, construction, compensation to sports clubs and associations, and the reasons for increases in costs,
 - (h) the impacts of the strategy on the community, including users of the Parramatta Memorial Pool and Parramatta Park, and proposed mitigation strategies,
 - (i) options to protect, preserve and expand green space at Moore Park, and
 - (j) any other related matter.
2. That the committee report by 28 September 2018.

Resolved, on the motion of Mr Searle: That the committee adopt the terms of reference.

7. Conduct of the inquiry into the Sydney stadiums strategy

7.1 Proposed timeline

Resolved, on the motion of Mr Khan: That the committee adopt the following timeline for the administration of the inquiry:

May

- Submissions close

Late June/July

- Possible site visit
- Hearings

August

- Hearing (reserve date).

7.2 Closing date for submissions

Resolved, on the motion of Mr Graham: That the closing date for submissions be Friday 25 May 2018.

7.3 Stakeholder list

Resolved on the motion of Mr Khan: That the secretariat circulate to members the Chairs' proposed list of stakeholders to provide them with the opportunity to amend the list or nominate additional stakeholders, and that the committee agree to the stakeholder list by email, unless a meeting of the committee is required to resolve any disagreement.

7.4 Advertising

The committee noted that all inquiries are advertised via twitter, stakeholder letters and a media release distributed to all media outlets in New South Wales.

8. Consideration of terms of reference – Scrutiny of public works in New South Wales

The Chair tabled a letter to the Committee Clerk signed by Mr Brown, Dr Faruqi and Mr Graham requesting a meeting of the committee to consider the following self-reference:

That, in accordance with paragraph 4 of the resolution establishing the Public Works Committee, the committee inquire into and report on future arrangements for the ongoing scrutiny by the Legislative Council of the matters set out in paragraphs 2 and 3 of the resolution establishing the committee.

Resolved, on the motion of Dr Faruqi: That the committee adopt the terms of reference.

9. Conduct of the inquiry into the scrutiny of public works in New South Wales

9.1 Closing date for submissions

Resolved, on the motion of Mr Khan: That the closing date for submissions be Tuesday 31 July 2018.

9.2 Stakeholder list

Resolved, on the motion of Mr Khan: That the secretariat circulate to members the Chairs' proposed list of stakeholders to provide them with the opportunity to amend the list or nominate additional stakeholders, and that the committee agree to the stakeholder list by email, unless a meeting of the committee is required to resolve any disagreement.

9.3 Advertising

The committee noted that all inquiries are advertised via twitter, stakeholder letters and a media release distributed to all media outlets in New South Wales.

10. Adjournment

The committee adjourned at 2.02 pm *sine die*.

Jenelle Moore
Committee Clerk

Minutes no. 2

Friday 8 June 2018

Public Works Committee

Macquarie Room, Parliament House, Sydney, at 8.46 am

1. Members present

Mr Brown, *Chair*

Mr Field

Mr Graham

Mr Khan (until 3.03 pm)

Mr MacDonald

Mr Martin

Ms Voltz

2. Draft minutes

Resolved, on the motion of Mr MacDonald: That draft minutes no. 1 be confirmed.

3. Election of deputy chair

The Chair called for nominations for the Deputy Chair.

Ms Voltz moved: That Mr Field be elected Deputy Chair for today only.

There being no further nominations, the Chair declared Mr Field elected Deputy Chair for today only.

4. Correspondence

The committee noted the following item of correspondence:

Received:

- 17 April 2018 – Email from Deputy Chair, Dr Mehreen Faruqi to secretariat advising that Mr Justin Field will be substituting for her for the duration of the inquiry into the Sydney stadiums strategy
- 4 June 2018 – Email from Mr Jaymes Boland-Rudder, National Rugby League to secretariat, advising that representatives will be unable to attend the Sydney stadiums strategy hearings on 8 and 29 June 2018
- 4 June 2018 – Email from Ms Kerri Lock, Executive Assistant to Mr David Gallop, Chief Executive Officer, Football Federation Australia, advising the federation is unable to attend the Sydney stadiums strategy hearing on 8 June 2018.

5. Inquiry into the Sydney stadiums strategy

5.1 Public submissions

Resolved, on the motion of Mr Field: That the committee authorise the publication of submissions nos. 4, 9, 11-15, 17-19, 21, 23, 27-29, 33, 36, 38, 42-48, 51-53, 55, 61-66, 70, 74, 77-79, 81, 83-86, 88-92, 95, 96, 98, 100, 101, 104-109, 111, 116, 117, 120-123, 125, 130, 133, 135, 136, 138, 141, 145-150, 154, 161, 164, 166, 168-171, 173-176, 178, 179, 181-186, 188, 191, 192, 194, 195, 198, 199, 201, 202, 205, 207-212, 216-219, 221-223, 226, 230-233, 238, 239, 241, 242, 244, 245, 247, 248, 250-256, 258-261, 263, 267, 268, 270, 272, 274, 276, 278-290, 293, 294, 296-298, 300, 301, 304-307, 310, 311, 313-317, 319, 321, 324-326.

5.2 Partially confidential submissions

Resolved, on the motion of Mr MacDonald: That the committee keep the following information confidential, as per the request of the author: names and/or identifying and sensitive information in submissions nos. 1-3, 5-8, 10, 16, 20, 22, 24-26, 30, 32, 35, 37, 39-41, 49, 50, 56, 58-60, 67-69, 71-73, 75, 75a, 76, 80, 82, 87, 93, 94, 99, 102, 103, 110, 112, 113, 115, 118, 119, 124, 126-128, 131, 134, 139, 140, 142-144, 151-153, 155, 156, 158, 159, 163, 165, 167, 172, 177, 180, 187, 189, 190, 193, 196, 197, 200, 203, 204, 206, 213-215, 220, 224, 227-229, 234-237, 240, 243, 246, 249, 257, 264-266, 269, 271, 275, 277, 291, 292, 295, 299, 302, 303, 308, 309, 312, 318, 320, 322, 323.

5.3 Confidential submissions

Resolved, on the motion of Mr Martin: That the committee keep submissions nos 31, 34, 54, 57, 97, 114, 129, 132, 137, 160, 162, 225, 262 and 273 confidential, as per the request of the author.

5.4 Public hearing

Witnesses, the public and media were admitted.

The Chair made an opening statement regarding the broadcasting of proceedings and other matters.

The following witness was sworn and examined:

- Mr Matt Miller, Chief Executive Officer, NSW Office of Sport.

The evidence concluded and the witness withdrew.

The following witness was sworn and examined:

- Mr Paul Doorn, Chief Executive Officer, Venues NSW.

The evidence concluded and the witness withdrew.

The following witnesses were sworn and examined:

- Mr Charles Moore, Chief Executive Officer, Sydney Olympic Park Authority

- Mr Nick Hubble, Executive Director Commercial, Sydney Olympic Park Authority.

The evidence concluded and the witnesses withdrew.

The following witnesses were sworn and examined:

- Mr Jim Betts, Chief Executive Officer, Infrastructure NSW
- Mr David Riches, Heads of Projects NSW, Infrastructure NSW
- Ms Janett Milligan, Advisor, Infrastructure NSW.

The evidence concluded and the witnesses withdrew.

The following witnesses were sworn and examined:

- Mr Jamie Barkley, Chief Executive Officer, Sydney Cricket and Sports Ground Trust
- Ms Deborah Kelly, General Manager, Strategy & Major Projects, Sydney Cricket and Sports Ground Trust.

The evidence concluded and the witnesses withdrew.

The following witness was sworn and examined:

- Mr Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands (Centennial and Moore Park Trust).

The evidence concluded and the witness withdrew.

The following witnesses were sworn and examined:

- Clr Clover Moore, Lord Mayor, City of Sydney
- Mr Sebastian Smyth, Executive Manager, City Access and Transport, City of Sydney
- Mr Graham Jahn, Director, Planning Development and Transport, City of Sydney
- Mr Laurence Johnson, Program Manager, Public Domain Strategy, City of Sydney.

Clr Moore tendered the following document:

- Email from Mr Ronald Smith regarding stadium consultation
- Document entitled 'Moore Park – The Facts'

The evidence concluded and the witnesses withdrew.

The public hearing concluded at 4.15 pm.

The public and media withdrew.

5.5 Tendered documents

Resolved, on the motion of Mr MacDonald: That the committee accept and publish the following documents tendered during the public hearing:

- Email from Mr Ronald Smith regarding stadium consultation, tendered by Clr Clover Moore, Lord Mayor, City of Sydney
- Document entitled 'Moore Park – The Facts', tendered by Clr Clover Moore, Lord Mayor, City of Sydney.

5.6 Return of answers to questions of notice

Resolved, on the motion of Mr Graham: That answers to questions taken on notice this day and supplementary questions be returned within ten days.

6. Adjournment

The committee adjourned at 4.22 pm, until Friday 29 June 2018, Macquarie Room, Parliament House (Sydney stadiums strategy public hearing).

Stephanie Galbraith
Committee Clerk

Minutes no. 3

Wednesday 20 June 2018

Public Works Committee

Members' Lounge, Parliament House, 2.00 pm

1. Members present

Mr Brown, *Chair*

Mr Field

Mr Khan

Mr Mookhey (substituting for Mr Graham)

Mr MacDonald

Mr Martin

Ms Voltz

2. Previous minutes

Resolved, on the motion of Ms Voltz: That draft minutes no. 2 be confirmed.

3. Inquiry into the Sydney stadiums strategy**3.1 Proposed witnesses for 29 June hearing**

Resolved, on the motion of Mr Mookhey: That the schedule proposed by Ms Voltz, as amended, be agreed to:

29 June 2018

- Mr Matt Miller, CEO, Office of Sport (90 mins)
- Saving Moore Park (30 mins)
- Keep Sydney Beautiful (30 mins)
- Witness A (30 mins)
- Mr John Brogden, former Independent Chairman, Stadia Strategy Steering Committee (45mins)
- KPMG, Blackett Maguire and MI Associates (45mins)
- Netball NSW (30 mins)
- Tennis NSW (30 mins)
- Basketball NSW (30 mins)

6 August 2018

- Department of Planning and Environment (45 mins)
- National Rugby League (45 mins)
- Football Federation Australia (45 mins)
- Rugby Australia Limited (45 mins)
- Cricket NSW (45 mins)
- City of Parramatta (45 mins)
- North Parramatta Residents Action Group (45 mins)
- Mr Tony Shepherd AO, Chairman of Trustees, Sydney Cricket and Sports Ground Trust (30 mins)
- Infrastructure NSW (60 mins).

4. **Adjournment**

The committee adjourned at 2.12 pm, until Friday 29 June, 8.45am, Macquarie Room, Parliament House, (public hearing).

Jenelle Moore
Committee Clerk

Minutes no. 4

Friday 29 June 2018

Public Works Committee

Macquarie Room, Parliament House, Sydney, at 8.45 am

1. **Members present**

Mr Brown, *Chair*
Mr Field
Mr Graham
Mr Khan
Mr MacDonald
Mr Martin
Ms Voltz

2. **Election of deputy chair**

The Chair called for nominations for the Deputy Chair.

Ms Voltz moved: That Mr Field be elected Deputy Chair for today only.

There being no further nominations, the Chair declared Mr Field elected Deputy Chair for today only.

3. **Correspondence**

The committee noted the following item of correspondence:

Received:

- 14 June 2018 – Email from Ms Maria Bradley, Keep Sydney Beautiful to secretariat, informing that Infrastructure NSW has sent out Expressions of Interest for Tender on the demolition and re build of Sydney Football Stadium despite the Environmental Impact Statement process not being completed
- 22 June 2018 – Email from Name Suppressed on behalf of Witness A declining the committee's invitation to give evidence at a hearing on 29 June 2018
- 25 June 2018 – Email from Ms Jessica Parrot, Tennis NSW to secretariat, advising that Tennis NSW is unable to attend hearing on 29 June but would be happy to attend at a future hearing date
- 28 June 2018 – Email from Name Suppressed on behalf of Witness A declining the committee's invitation to give evidence at a hearing on 6 August 2018.

Correspondence:

- 27 June 2018 – Letter to Witness A suggesting that Witness A reconsider the committee's invitation to give evidence at a hearing on 6 August 2018.

4. **Inquiry into the Sydney stadiums strategy**

4.1 Public submissions

Resolved, on the motion of Ms Voltz: That the committee authorise the publication of submissions nos. 327, 328 and 329.

4.2 Partially confidential submissions

Resolved, on the motion of Mr MacDonald: That the committee authorise the publication of submission no. 284 with the exception of identifying information, which is to remain confidential, as per the request of the author.

4.3 Attachments to submissions

Resolved, on the motion of Mr Graham: That the committee authorise the publication of attachments 1-3 to submission no. 285.

4.4 Answers to questions on notice and supplementary questions

The committee noted the following answers to questions on notice and supplementary questions were published by the committee clerk under the authorisation of the resolution appointing the committee:

- answers to questions on notice and supplementary questions from Mr Nick Hubble, Executive Director Commercial, Sydney Olympic Park Authority, received 18 June 2018
- answers to questions on notice and supplementary questions from Infrastructure NSW, Office of Sport, Sydney Cricket and Sports Ground Trust and Venues NSW, received from 25 June 2018
- answers to questions on notice and supplementary questions from Mr Kim Ellis, Executive Director, Botanic Gardens and Centennial Parklands, received 25 June 2018.

4.5 Public hearing

Witnesses, the public and media were admitted.

The Chair made an opening statement regarding the broadcasting of proceedings and other matters.

The following witnesses were sworn and examined:

- Mr Matt Miller, Chief Executive Officer, NSW Office of Sport
- Ms Karen Jones, Executive Director, Sport Infrastructure, NSW Office of Sport.

The evidence concluded and the witnesses withdrew.

The following witnesses were sworn and examined:

- Mr Michael Waterhouse, Member, Saving Moore Park
- Mr Jason Downing, Member, Saving Moore Park
- Ms Vivienne Skinner, Member, Saving Moore Park.

Mr Waterhouse tendered the following document:

- Opening statement

The evidence concluded and the witnesses withdrew.

The following witnesses were sworn and examined:

- Ms Maria Bradley, Member, Keep Sydney Beautiful
- Ms Jane Grusovin, Member, Keep Sydney Beautiful
- Ms Katey Grusovin, Member, Keep Sydney Beautiful.

Ms Bradley tendered the following documents:

- Article – Sydney Morning Herald – ‘Dog-friendly park under threat as sports teams weigh move from stadium’ – 27 June 2018
- Article – news.com.au – ‘NRL fans back Peter V’landys’ calls to upgrade suburban grounds’ – 9 May 2018
- Document – Sydney Football Stadium Expression of Interest.

The evidence concluded and the witnesses withdrew.

The following witnesses were sworn and examined:

- Mr Peter Ball, Partner, KPMG
- Mr David Blackett, Director, Blackett Maguire + Goldsmith
- Mr Chris Stanley, Managing Director, MI Associates
- Mr Hugh Taylor, Principal, MI Associates.

Mr Blackett tendered the following document:

- Opening statement of Blackett Maguire + Goldsmith
- Article – Sydney Morning Herald – ‘Crushing disappointment: Test farce showed Allianz just can’t handle the strain’ – 29 June 2018.

Mr Stanley tendered the following document:

- Opening statement of MI Associates.

The evidence concluded and the witnesses withdrew.

The following witness was sworn and examined:

- Mr John Brogden, Former Independent Chairman, Stadia Strategy Steering Committee.

The evidence concluded and the witness withdrew.

The following witnesses were sworn and examined:

- Mr Michael Anderson, Chief Operating Officer and General Manager, Giants Netball, Netball NSW
- Ms Louise Sullivan, President, Netball NSW.

The evidence concluded and the witnesses withdrew.

The following witness was sworn and examined:

- Ms Maria Nordstrom, Chief Executive Officer, Basketball NSW.

Ms Nordstrom tendered the following document:

- Inquiry into Sydney Stadiums Strategy.

The evidence concluded and the witness withdrew.

The public hearing concluded at 3.48 pm.

The public and media withdrew.

4.6 Tendered documents

Resolved, on the motion of Mr Graham: That the committee accept and publish the following documents tendered during the public hearing:

- Opening statement, tendered by Mr Waterhouse
- Article from Sydney Morning Herald – ‘Dog-friendly park under threat as sports teams weigh move from stadium’ – 27 June 2018, tendered by Ms Bradley
- Article from news.com.au – ‘NRL fans back Peter V’landys’ calls to upgrade suburban grounds’ – 9 May 2018, tendered by Ms Bradley
- Document – Sydney Football Stadium Expression of Interest, tendered by Ms Bradley
- Opening statement on behalf of Blackett Maguire + Goldsmith, tendered by Mr Blackett

- Article from Sydney Morning Herald – ‘Crushing disappointment: Test farce showed Allianz just can’t handle the strain’ – 29 June 2018, tendered by Mr Blackett
- Opening statement on behalf of MI Associates, tendered by Mr Stanley
- Inquiry into Sydney Stadiums Strategy, tendered by Ms Nordstrom.

4.7 Proposed witnesses for hearing on 6 August 2018

The committee considered correspondence dated 28 June 2018 from Name Suppressed, on behalf of Witness A, declining the committee's invitation to give evidence. The committee did not pursue the matter further.

Resolved, on the motion of Ms Voltz: That the schedule for 6 August 2018 be amended as follows:

- National Rugby League (30 mins)
- Football Federation Australia (30 mins)
- Rugby Australia Limited (30 mins)
- Cricket NSW (30 mins)
- Infrastructure NSW (90 mins).

5. Adjournment

The committee adjourned at 3.57pm until Monday 6 August 2018, Macquarie Room, Parliament House (Sydney stadiums strategy public hearing).

Stephanie Galbraith
Committee Clerk

Minutes no. 5

Monday 6 August 2018

Public Works Committee

Macquarie Room, Parliament House, Sydney, at 9.01 am

1. Members present

Mr Brown, *Chair*
Mr Fang (substituting for Mr Khan)
Mr Field
Mr Graham
Mr MacDonald
Mr Martin
Ms Voltz

2. Election of deputy chair

The Chair called for nominations for the Deputy Chair.

Mr Martin moved: That Mr Field be elected Deputy Chair for today only.

There being no further nominations, the Chair declared Mr Field elected Deputy Chair for today only.

3. Draft minutes

Resolved on the motion of Mr MacDonald: That draft minutes nos. 3 and 4 be confirmed.

4. Correspondence

The committee noted the following items of correspondence:

Received:

- 3 July 2018 – Letter from Mr Phillip Heads, General Manager Communications, Heritage and Government Relations, Sydney Cricket and Sports Ground Trust to secretariat, raising concerns about another witnesses' evidence at 29 June hearing
- 5 July 2018 – Email from Mr Michael Waterhouse, Member, Saving Moore Park to secretariat, expressing dissatisfaction that his opening statement tendered at the hearing on 29 June 2018 will not be incorporated into Hansard, and instead treated as a tabled document
- 25 July 2018 – Email from Mr Brett Pettersen, Senior Strategic Project Leader, City of Parramatta to secretariat, advising City of Parramatta will not be attending hearing on 6 August 2018.

Resolved, on the motion of Ms Voltz: That the committee keep confidential correspondence:

- received from Name Suppressed on behalf of Witness A, dated 22 June and 28 June 2018
- sent to Witness A, dated 27 June 2018.

Resolved, on the motion of Ms Voltz: That the committee keep confidential correspondence received from Mr Phillip Heads, General Manager Communications, Heritage and Government Relations, Sydney Cricket and Sports Ground Trust, dated 3 July 2018.

Resolved, on the motion of Ms Voltz: That the committee write to Mr Phillip Heads, General Manager Communications, Heritage and Government Relations, Sydney Cricket and Sports Ground Trust advising that no further action will be taken regarding the matter raised by Mr Heads in correspondence dated 3 July 2018.

5. Inquiry into the Sydney stadiums strategy

5.1 Answers to questions on notice and supplementary questions

The committee noted that the following answers to questions on notice and supplementary questions were published by the committee clerk under the authorisation of the resolution appointing the committee:

- answers to questions on notice and supplementary questions from City of Sydney received 2 July 2018
- answers to question on notice from MI Associates received 25 July 2018
- answers to question on notice from Netball NSW received 27 July 2018
- answers to question on notice from KPMG received 27 July 2018
- answers to question on notice and supplementary questions from the Office of Sport/NSW Government received on 27 July 2018
- answers to supplementary questions from Mr John Brogden received 2 August 2018.

5.2 Transcript of evidence 29 June 2018

Resolved, on the motion of Mr MacDonald: That the committee insert a footnote to the transcript of evidence of 29 June 2018 to direct readers to the 'Other documents' section of the committee's website to view the opening statements of witnesses tabled at the hearing.

5.3 Tended documents 29 June 2018

Resolved, on the motion of Mr Martin: That the committee authorise the partial publication of a document entitled 'Inquiry into the Sydney stadiums strategy', tendered by Ms Maria Nordstrom, Chief Executive Officer, Basketball NSW, on 29 June 2018, as agreed to by Ms Nordstrom on 13 July 2018.

5.4 Report deliberative date

Resolved, on the motion of Mr Field: That the committee hold a report deliberative meeting on Friday 21 September 2018 in the McKell Room.

5.5 Public hearing

Witnesses, the public and media were admitted.

The Chair made an opening statement regarding the broadcasting of proceedings and other matters.

The following witness was sworn and examined:

- Mr David Gainsford, Executive Director Priority Projects Assessment, Department of Planning and Environment.

The evidence concluded and the witness withdrew.

The following witness was sworn and examined:

- Mr Nick Weeks, Chief Operating Officer, National Rugby League.

The evidence concluded and the witness withdrew.

The following witness was sworn and examined:

- Mr Mark Falvo, Chief Operating Officer, Football Federation Australia.

The evidence concluded and the witness withdrew.

The following witness was sworn and examined:

- Mr Andrew Jones, Chief Executive Officer, Cricket NSW.

The evidence concluded and the witness withdrew.

The following witness was sworn and examined:

- Ms Suzette Meade, Secretary, North Parramatta Residents Action Group.

Ms Meade tendered the following document:

- Opening statement.

The evidence concluded and the witness withdrew.

The following witness was examined on her former oath:

- Ms Deborah Kelly, General Manager, Strategy and Projects, Sydney Cricket and Sports Ground Trust.

The following witness was sworn and examined:

- Mr Tony Shepherd AO, Chairman of Trustees, Sydney Cricket and Sports Ground Trust.

The evidence concluded and the witnesses withdrew.

The following witnesses were examined on their former oath:

- Mr Jim Betts, Chief Executive Officer, Infrastructure NSW
- Ms Janett Milligan, Advisor, Infrastructure NSW
- Mr David Riches, Head of Projects NSW, Infrastructure NSW.

The evidence concluded and the witnesses withdrew.

The following witnesses were sworn and examined:

- Ms Raelene Castle, Chief Executive Officer, Rugby Australia
- Mr Anthony French, Head of Professional Rugby, Rugby Australia Ltd.

The evidence concluded and the witnesses withdrew.

The public hearing concluded at 4.58 pm.

The public and media withdrew.

Tendered documents

Resolved, on the motion of Ms Voltz: That the committee accept and publish the following document tendered during the public hearing:

- Opening statement, tendered by Ms Suzette Meade, Secretary, North Parramatta Residents Action Group.

6. Adjournment

The committee adjourned at 5.02 pm until Friday 21 September 2018 in the McKell Room, Parliament House (Sydney stadiums strategy report deliberative).

Emma Rogerson
Committee Clerk

Minutes no. 6

Friday 21 September 2018

Public Works Committee

Room 1136, Parliament House, 9.43 am

1. Members present

Mr Brown, *Chair*

Mr Field

Mr Mookhey (substituting for Mr Graham)

Mr Khan

Mr MacDonald

Mr Martin

Ms Voltz

2. Previous minutes

Resolved, on the motion of Mr Khan: That draft minutes no. 5 be confirmed.

3. Correspondence

The committee noted the following items of correspondence:

Received:

- 25 May 2018 – Ms Josephine Wadlow-Evans to committee, expressing concerns about alleged pollution matters at the Fox Studios site
- 18 September 2018 – Ms Cate Faehrmann MLC to secretariat, advising that Mr Justin Field MLC will be substituting for Ms Faehrmann for the duration of the Sydney stadiums inquiry
- 19 September 2018 – Opposition Whip to secretariat, advising that the Hon Daniel Mookhey MLC will be substituting for the Hon John Graham MLC for the meeting on 21 September 2018.

Sent:

- 7 August 2018 – Chair to Mr Phillip Heads, General Manager Communications, Heritage and Government Relations, Sydney Cricket and Sports Ground Trust responding to allegations of misleading evidence given by another witness.

Resolved, on the motion of Ms Voltz: That the committee keep confidential correspondence sent to Mr Phillip Heads, General Manager Communications, Heritage and Government Relations, Sydney Cricket and Sports Ground, dated 7 August 2018.

4. Inquiry into the Sydney stadiums strategy

4.1 Public submissions

Resolved, on the motion of Mr Khan: That the committee authorise the publication of submission no. 330.

4.2 Answers to questions on notice and supplementary questions

The committee noted that the following answers to questions on notice and supplementary questions were published by the committee clerk under the authorisation of the resolution appointing the committee:

- answers to questions on notice from Mr Nick Weeks, Chief Operating Officer, NRL received on 20 August 2018
- answers to questions on notice from Mr David Gainsford, Executive Director, Priority Projects Assessment, Department of Planning and Environment received on 22 August 2018
- answers to questions on notice from Mr Anthony French, Head of Professional Rugby, Rugby Australia received on 3 September 2018
- answers to questions on notice from Mr Mark Falvo, Chief Operating Officer, Football Federation Australia received 3 September 2018
- answers to questions on notice from Infrastructure NSW and Sydney Cricket Sports and Ground Trust received 4 September 2018.

4.3 Consideration of Chair's draft report

The Chair submitted his draft report entitled *Sydney stadiums strategy*, which, having been previously circulated, was taken as being read.

Resolved, on the motion of Ms Voltz: That paragraph 1.5 be amended by omitting: 'informed by stakeholder consultation' before 'the 2012 NSW Stadia Strategy'.

Resolved, on the motion of Ms Voltz:

- a) That paragraph 1.9 be omitted: "The State Infrastructure Strategy Update 2014 stated further investment was required in both the Sydney Football Stadium and Sydney Cricket Ground at Moore Park 'to bring the stadia experience up to comparable interstate venues'. It also identified that Parramatta Stadium in Western Sydney and Stadium Australia (ANZ Stadium) at Sydney Olympic Park as requiring 'significant upgrades to improve their amenity'. It concluded that Stadium Australia provided 'less than optimal conditions for its principal user, the NRL' as a result of it being an oval rather than rectangular stadium"
- b) That the following new paragraph be inserted instead: "The State Infrastructure Update 2014 recommended that the NSW Government complete upgrades to the Moore Park Precinct, focusing on the Sydney Football Stadium, review major stadium alternatives in the Parramatta/Homebush area to address the need for a high profile rectangular sports stadium before finalising stadia investment, commence planning for an outer Western Sydney Stadium to be built in the longer term and explore options for a multi-use indoor arena in a strategic Sydney location". [FOOTNOTE: Infrastructure NSW, State Infrastructure Strategy Update 2014, p 115].

Ms Voltz moved: That footnote 7 be omitted.

Question put.

The committee divided.

Ayes: Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Field, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Resolved, on the motion of Ms Voltz: That paragraph 1.14 be amended by:

- a) omitting 'while the Government agreed' and inserting instead 'The Government agreed'
- b) omitting 'and the Moore Park Precinct' after 'new stadiums at Parramatta'.

Resolved, on the motion of Ms Voltz: That paragraph 1.20 be amended by inserting at the end: 'The government also announced that it would purchase the current lease of the ANZ Stadium to facilitate this reconfiguration, alongside the allocation of funding for NRL Centres of Excellence as part of the stadia strategy'.

Resolved, on the motion of Ms Voltz: That paragraph 1.24 be amended by omitting: 'Notwithstanding the 2015 *Rebuilding the Major Stadia Network* strategy, which stipulated that a new stadium would only be built at Moore Park' before 'Premier Gladys Berejiklian'.

Resolved, on the motion of Ms Voltz: That paragraph 1.27 be amended by inserting at the end: 'It should be noted however that it was made clear to the committee that a final business case for ANZ Stadium has not been completed, but is expected in 2019' [FOOTNOTE: Evidence, the Honourable Stuart Ayres MP, Portfolio Committee No. 5 – Industry and Transport, Budget Estimates 2018-2019, 7 September 2018, p 4.]

Resolved, on the motion of Ms Voltz: That paragraph 1.31 be amended by inserting 'its land sold for private development,' after 'demolished in 2015'.

Resolved, on the motion of Mr Field: That the following new paragraph be inserted after paragraph 1.33:

'During Budget Estimates 2018-19, the Minister for Sport, the Hon Stuart Ayers MP, provided additional information about the implementation of the Sydney stadium strategy, including in relation to investment in an additional indoor facility and the capacity of that facility'. [FOOTNOTE: Evidence, the Honourable Stuart Ayres MP, Portfolio Committee No. 5 – Industry and Transport, Budget Estimates 2018-2019, 7 September 2018, pp 12-13.]

Resolved, on the motion of Ms Voltz: That paragraph 1.37 be amended by:

- a) omitting 'A number of spectators who attended the Rugby Test Match in June 2018 demanded a refund of their tickets' before 'Spectators claimed access'
- b) inserting 'The Australian Rugby Union provided correspondence from four spectators who attended the Rugby Test Match in June 2018, some of whom demanded a refund of their tickets' before 'Spectators claimed access'
- c) inserting 'and that staff appeared to be poorly trained in equipment' after 'without a ticket to enter'.

Ms Voltz moved: That paragraph 1.38 be omitted.

Question put and negatived.

Ms Voltz moved: That paragraph 1.42 be omitted.

Question put and negatived.

Ms Voltz moved: That paragraph 1.43 be omitted.

Question put and negatived.

Resolved on the motion of Ms Voltz: That paragraph 1.52 be amended by inserting at the end: 'It should be noted that after opening Optus Stadium in Perth, the ARU revoked the licence of the Western Force Super Rugby Team, leaving Western Australia without a Super Rugby home team.'

Resolved on the motion of Ms Voltz: That paragraph 1.53 be amended by inserting at the end: 'It should be noted that the average Queensland Reds Super Rugby Crowd at Suncorp Stadium for 2018 was 12,101. In 2015, the average Queensland Reds crowd was 21,780, which at the time already represented a 36 per cent drop over the previous three seasons.' [FOOTNOTE: Chris Gary, 'Brisbane Broncos regain spot as Queensland's premier sporting club as Reds slide', *The Daily Telegraph*, 26 July 2015, <https://www.dailytelegraph.com.au/sport/nrl/teams/broncos/brisbane-broncos-regain-spot-as-queenslands-premier-sporting-club-as-reds-slide/news-story/b44cb0c6970ae2e4ba3d9033b6435de4>]

Resolved on the motion of Ms Voltz: That paragraph 1.57 be omitted:

'The *2015 Stadia Strategy Implementation Report* also looked at investment in sports facilities on an international scale. It stated that the level of investment undertaken in Asia and Oceania over the last 10 to 15 years may provide 'compelling alternatives to events looking to travel to Australia'.³⁰⁹ For example, the Singapore Sport Hub, completed in 2014 offers a 55,000 seat capacity stadium with a retractable roof as well as a 6,000 seat aquatic centre; in Kai Tak, Hong Kong a 55,000 seat stadium with a retractable roof and a 4,000 seat sports arena is due to be completed in 2020; Beijing Olympic Park in China has an 80,000 seat stadium, 6,000 seat aquatic centre, 18,000 seat sports arena and 30,000 seat multi-court tennis courts, all which was completed in 2008.'

Resolved on the motion of Ms Voltz: That paragraph 1.58 be amended by inserting 'The Government argued that' before 'A key factor'.

Resolved on the motion of Mr MacDonald: That paragraph 1.59 be amended by inserting 'and NRL' before 'grand finals.'

Resolved on the motion of Ms Voltz: That paragraph 1.61 be amended by omitting 'which was likely' after 'New South Wales' and inserting instead 'and at the time the former Premier made his announcement at ANZ Stadium, the FFA stated it was likely'.

Resolved on the motion of Ms Voltz: That paragraph 1.66 be amended by inserting at the end:

'Mr Jones also stated the stadia strategy has some consequences for Cricket NSW's "training and administration headquarters, which is at the SCG just behind the members' stand and outside the current Allianz Stadium. Essentially our main administration building and our indoor centre, which includes our gymnasium, are being demolished. We are in active discussions with the SCG trust to relocate those. As a matter of principle, it is important to state on record the position of Cricket NSW on investment in sports infrastructure. We support investment in world-class fan-facing sports infrastructure for the benefit of the people and sports fans in New South Wales, regardless of the sport. Obviously we do not believe that that should be at the expense of cricket. In this particular case, the challenge for us is to make sure that we have at least what we have now at the SCG elsewhere in the precinct". [FOOTNOTE: Evidence, Mr Andrew Jones, Chief Executive Officer, Cricket NSW, 6 August 2018, p 24.]

Ms Voltz moved: That the following new paragraph be inserted after paragraph 1.72:

'Ms Maria Bradley from Keep Sydney Beautiful noted in their opening statement that they believed the strategy "lacks a well-considered economic and social benefit rationale, lacks a public mandate to proceed, fails to take into account the impacts and implications of commercialisation and privatisation on much-needed public parks, particularly Moore Park, but also the spill on to suburban parks, including Astrolabe Park in Daceyville. It is based on the Stadia Strategy 2012 whose focus on tier one Sydney stadiums appears flawed, fails to implement the recommendation of the Brogden report calling for one governing body of stadia to ensure commercial neutrality, and appears overly influenced by the Sydney Cricket Ground and Sports Ground Trust." [FOOTNOTE: Evidence, Ms Maria Bradley, Member, Keep Sydney Beautiful, 29 June 2018, p 24.]

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Resolved, on the motion of Mr Field:

- a) That paragraph 1.76 be omitted: 'The committee finds the various justifications put forward in support of capital investment in stadia infrastructure compelling. A convincing case has been made in support of the gains to be made for spectators and the broader New South Wales community

in terms of the spectator experience, retaining events in New South Wales, growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation. The committee is particularly supportive of the opportunities that new or refurbished stadia may provide to foster community engagement and a shared experience and to support liveability for local communities',

- b) That the following new paragraph be inserted instead: 'The committee finds the various justifications put forward in support of capital investment in stadia infrastructure are sound, however the coherence of the strategy and prioritisation of stadium development have been impacted by a number of shifts in government policy. A case has been made that the stadium strategy implementation will result in gains for spectators and the broader New South Wales community in terms of the spectator experience, retaining events in New South Wales, growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation. Some of those gains are disputable and not borne out in evidence before the committee. The committee recognises the opportunities that new or refurbished stadia may provide to foster community engagement and a shared experience and to support liveability for local communities'.

Resolved, on the motion Mr Field:

- a) That paragraph 1.77 be omitted: 'However, the committee is of the view that the government has allowed its enthusiasm to deliver superior stadia to override its obligations to the community to carry out due diligence in effectively communicating the justification for the allocation of taxpayers funds to key projects and, in particular, the priority afforded to those projects',
- b) That the following new paragraph be inserted instead: 'However, the committee is of the view that the government has allowed its enthusiasm to deliver new stadia to override its obligations in regards to community consultation on the stadium strategy development and prioritisation of projects. The government failed to adequately justify prioritisation decisions and made those decisions before adequate assessment of the costs and benefits of the strategy and individual projects were available to them.'

Mr Khan moved: That the following new committee finding be inserted after paragraph 1.78:

'Finding X

The committee finds the various justifications put forward in support of capital investment in stadia infrastructure are sound, including growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation.'

Question put.

The committee divided.

Ayes: Mr Brown, Mr Field, Mr Khan, Mr MacDonald, Mr Martin.

Noes: Mr Mookhey, Ms Voltz.

Question resolved in the affirmative.

Resolved, on the motion of Mr Khan: That the following new committee finding be inserted after paragraph 1.78:

'Finding X

The committee recognises the opportunities that new or refurbished stadia may provide to foster community engagement and a shared experience and to support liveability for local communities.'

Mr MacDonald moved: That findings 1 to 6 be omitted.

Question put.

The committee divided.

Ayes: Mr Khan, Mr MacDonald, Mr Martin.

Noes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Mr Field moved: That Finding 1 be omitted:

'Finding 1

That the NSW Government was precipitous in announcing its revised stadia strategy prior to the release of business cases or other quality assurance processes.'

Question put.

The committee divided.

Ayes: Mr Field, Mr Khan, Mr MacDonald, Mr Martin.

Noes: Mr Brown, Mr Mookhey, Ms Voltz.

Question resolved in the affirmative.

Mr Martin moved: That the following new finding be inserted before Finding 2:

'Finding X

That a convincing case has been made in support of the gains to be made for spectators and the broader New South Wales community in terms of the spectator experience, retaining events in New South Wales, growth in the visitor economy and increased economic activity through tourism, ticket sales, advertising, sponsorship, sale of merchandise, transport and accommodation.'

Question put.

The committee divided.

Ayes: Mr Martin, Mr MacDonald.

Noes: Mr Brown, Mr Field, Mr Khan, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Mr Khan moved: That Finding 2 be omitted.

Question put.

The committee divided.

Ayes: Mr Khan, Mr Martin, MacDonald.

Noes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Resolved, on the motion of Mr Field: That paragraph 1.82 be amended by omitting 'second and third tier sporting codes are not disadvantaged' and inserting instead 'other sports, and in particular women's sports, are not disadvantaged'.

Resolved, on the motion of Mr Khan: That Recommendation 1 be amended by omitting 'That the NSW Government immediately' and inserting instead 'That the NSW Government, as soon as possible'.

Resolved, on the motion of Ms Voltz: That paragraph 1.83 and Recommendation 2 be amended by omitting 'indoor sporting arena' and instead inserting 'sporting arena'.

Resolved, on the motion of Mr Khan: That paragraph 1.83 be amended by omitting 'Pending the outcome of the feasibility study' before 'the committee recommends that the government'.

Resolved, on the motion of Mr Field: That Recommendation 2 be amended by omitting 'That, pending the outcome of the feasibility study, the NSW Government prioritise' and instead inserting 'That the NSW Government prioritise'.

Resolved, on the motion of Ms Voltz:

- a) That Recommendation 3 be omitted: 'The NSW Government consider subsidies or other funding options to ensure that hire fees for either a new indoor arena or a refurbished, existing venue are reasonable and affordable so as not to impede the growth of second or third tier sports and, in particular, elite women's sporting competitions',
- b) That the following new recommendation be inserted instead: 'That the NSW Government ensure that hire fees for either a new indoor arena or a refurbished, existing venue are reasonable and affordable.'

Mr Martin moved: That paragraph 1.84 be amended by:

- a) omitting 'governing bodies would' and instead inserting 'governing bodies may'
- b) omitting 'the new agency would' and instead inserting 'the new agency could'
- c) omitting 'single governing entity be established' and instead inserting 'single governing entity be considered'.

Question put and negatived.

Mr Martin moved: That Recommendation 4 be amended by omitting 'That a single governing entity be established' and instead inserting 'That a single governing entity be considered'.

Question put and negatived.

Resolved, on the motion of Mr Field: That paragraph 2.2 be amended by omitting 'BCR assessments are critical to demonstrating a project's worth as not all benefits are easily quantifiable.' before 'According to Infrastructure NSW, BCR's provide'.

Resolved, on the motion of Mr Field: That the following new paragraph be inserted after paragraph 2.3:
'BCR assessments were not used in the development of the stadia strategy to assess priority need or to consider the impact on non-stadia network stadiums or sports.'

Resolved, on the motion of Ms Voltz: That paragraph 2.16 be amended by inserting 'current' before 'Building Code'.

Mr Field moved:

- a) That paragraph 2.22 be omitted: 'An issue pursued by the committee throughout the inquiry was that of the 'certificate of occupancy' obtained by the Sydney Cricket and Sports Ground Trust for the Sydney Football Stadium certifying that the stadium could be occupied and used despite safety and security concerns',

- b) That the following new paragraph be inserted instead: 'An issue pursued by the committee throughout the inquiry was that of the 'certificate of occupancy' obtained by the Sydney Cricket and Sports Ground Trust for the Sydney Football Stadium and that has been used as the basis for claiming that the stadium had been certified to be used despite safety and security compliance issues.'

Question put.

The committee divided.

Ayes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the affirmative.

Mr Field moved:

- a) That paragraph 2.25 be omitted: 'However, it was not until October 2016, when Blackett Maguire and Goldsmith were commissioned by the Sydney Cricket and Sports Ground Trust to conduct a Building Code of Australia Audit, that the full extent of the safety and security issues at the stadium were known. As a result, the Sydney Cricket and Sports Ground Trust obtained a 'conditional certificate of occupancy to provide assurance of the Sydney Football Stadium's continued operation for the next three years, subject to completion of priority remediation works',
- b) That the following new paragraph be inserted instead: 'However, it was not until October 2016, when Blackett Maguire and Goldsmith were commissioned by the Sydney Cricket and Sports Ground Trust to conduct a Building Code of Australia Audit, that the full extent of the safety and security issues at the stadium were known. As a result, a 'conditional certificate of occupancy was obtained by the trust for the purpose of claiming that assurance had been provided of the Sydney Football Stadium's suitability for continued operation for the next three years, subject to completion of priority remediation works'.

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Mr Field moved:

- a) That paragraph 2.28 be omitted: 'Mr David Blackett, Director, Blackett Maguire and Goldsmith, told the committee that the certificate of occupancy is an 'interim strategy' setting out measures for which the Trust can continue to hold events in a manner which does not further diminish the fire safety standards currently in place. 119 One key term of the certificate of occupancy is the attendance of Fire and Rescue NSW at all events as a result of the identified fire and life safety deficiencies',

- b) That the following new paragraph be inserted instead: 'Mr David Blackett, Director, Blackett Maguire and Goldsmith, told the committee that the certificate of occupancy is an 'interim strategy' setting out measures that would be appropriate for the continued use of the stadium considering current safety and security deficiencies. One key term of the certificate of occupancy is the attendance of Fire and Rescue NSW at all events as a result of the identified fire and life safety deficiencies'.

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Mr Field moved:

- a) That paragraph 2.29 be omitted.
- b) That the following new paragraph be inserted: 'When questioned about the legality of the certificate, Mr Blackett claimed the certificate of occupancy was a 'recognised legal document' under the Environmental Planning and Assessment Act 1979. Mr Blackett explained the firm had developed a specific document for the Sydney Football Stadium'.

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Resolved, on the motion of Mr Field:

- a) That paragraph 2.29 be amended by omitting 'When questioned about the legality of the certificate, Mr Blackett claimed the certificate of occupancy was a 'recognised legal document' under the *Environmental Planning and Assessment Act 1979*' before 'Mr Blackett explained that'.
- b) That the following new committee comment be inserted after 2.32:
'Committee comment

After extensive questioning about the status and purpose of the certificate of occupancy, the committee is of the view that despite any value the document may have had in identifying safety and security issues at the Sydney Football Stadium and providing guidance to the Sydney Cricket and Sport Ground Trust about remediation work and mitigating strategies for the ongoing use of the stadium, the document is not a recognised statutory document'.

Resolved, on the motion of Ms Voltz: That paragraph 2.31 be amended by omitting 'the NSW Government advised' and instead inserting 'the NSW Government provided an answer from the Sydney Cricket and Sports Ground Trust that advised.'

Resolved, on the motion of Ms Voltz: That paragraph 2.32 be amended by omitting 'the NSW Government indicated' and instead inserting 'the NSW Government provided an answer from the Sydney Cricket and Sports Ground Trust that indicated.'

Mr Martin moved: That the following new committee comment be inserted before paragraph 2.71:

'Committee comment

The committee accepts that the very real safety, security and amenity issues that exist at Sydney Football Stadium mean that the option of 'do nothing' is not available.'

Question put.

The committee divided.

Ayes: Mr Khan, Mr Martin, Mr MacDonald.

Noes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Resolved, on the motion of Mr Field:

- a) That paragraph 2.71 be omitted: 'The committee recognises that the benefit cost ratio assessment is part of NSW Treasury's due process for determining the economic and social benefit of the proposed new stadia',
- b) That the following new paragraph be inserted instead: 'The committee recognises that the benefit cost ratio assessment is the 'key result' of a cost benefit analysis and is used, as per Infrastructure NSW's Infrastructure Investor Assurance Framework and NSW Treasury's guidelines, to "decide whether to accept or reject a single proposal based on its overall social and economic cost or benefit."

Resolved, on the motion of Mr Field: That the following new committee comment be inserted after 2.71:

'Committee comment

According to the NSW Treasury guidelines for cost benefit analysis, options where costs are greater than benefits in present value terms (a BCR less than one) reduce overall social welfare and should not be selected even if there is sufficient budget funding to implement them. However, the committee accepts that there will be times when Government may choose to invest in infrastructure that may not meet these conditions but where the positive externalities of investment are significant.'

Resolved, on the motion of Mr Martin: That the following new committee comment be inserted after 2.71:

'Committee comment

The committee notes that qualitative factors such as accessibility for people with a disability are difficult to capture in a BCR assessment.'

Resolved, on the motion of Mr Field: That paragraph 2.74 be amended by omitting 'The committee finds' before 'that the projects announced' and inserting instead 'The committee notes'.

Resolved, on the motion of Mr Khan: That paragraph 2.74 be amended by omitting all words after 'Restart NSW infrastructure spending fund':

'or NSW Treasury guidelines. The committee further finds that the NSW Government has disregarded its fiscal responsibilities to the people of New South Wales by proceeding with the chosen stadia strategy, prior to full public disclosure of detailed business cases.'

Mr Martin moved: That the following new committee finding be inserted before Finding 3:

'Finding X

The committee finds that the safety, security and amenity issues that exist at Sydney Football Stadium mean that the option of 'do nothing' is not available.

Question put.

The committee divided.

Ayes: Mr Khan, Mr MacDonald, Mr Martin.

Noes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Resolved, on the motion of Mr Field: That Finding 4 be amended by omitting 'That the NSW Government has disregarded its fiscal responsibilities to the people of New South Wales' and inserting instead 'That the NSW Government has undermined public confidence in the decision making process'.

Ms Voltz moved: That Finding 4 be amended by omitting 'prior to full public disclosure' and inserting instead 'prior to completing or full public disclosure'.

Question put.

The committee divided.

Ayes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the affirmative.

Resolved, on the motion of Mr Field:

- (a) That paragraph 2.75 be omitted: 'It is incumbent on the government to ensure that future infrastructure spending meets the NSW Treasury Guidelines for Cost Benefit Analysis so as to instil community confidence in the government's decisions and demonstrate responsible fiscal management. The committee therefore recommends that the government commit to ensuring that future infrastructure projects do not proceed where the benefit cost ratio for the project is less than one, unless a compelling public interest case can be proven.'
- (b) That new paragraph 2.75 be inserted instead: 'It is incumbent on the government that its assessment and decision making in relation to infrastructure spending instils community confidence in the government's decision making and delivers value for the community. Recognising the BCR for Sydney Football Stadium and Stadium Australia are less than one and the use of cost benefit analysis in regards to the stadiums strategy was unable to support decision making on prioritisation of the various stadium options, was based on a number of questionable assumptions, and was not able to clearly represent the positive externalities of this type of investment, the committee therefore recommends the parliament

establish an inquiry to review the government's approach to cost benefit analysis in meaningfully assessing public benefit of major infrastructure investments.

(c) That Recommendation 5 be omitted:

'Recommendation 5

That the NSW Government commit to ensuring that future infrastructure projects do not proceed where the benefit cost ratio for the project is less than one, unless a compelling public interest case can be proven.'

(d) That the following new recommendation be inserted instead: 'That the NSW Government refer its approach to cost benefit analysis and its use in major government infrastructure decisions to the Public Accountability Committee to review its effectiveness and ability to meaningfully assess value of major infrastructure projects to the New South Wales community, and to consider the various options available to government for public investment.'

Mr Khan moved: That paragraph 2.76 be omitted.

Question put and negatived.

Mr Field moved: That paragraph 2.76 be amended by inserting at the end: 'The committee is concerned as to why the Sydney Cricket and Sports Ground Trust did not act earlier to identify and address safety concerns at the Sydney Cricket Ground.'

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Mr Field moved: That the following new committee comment be inserted after paragraph 2.76:

'Committee comment

The committee questions the process surrounding the certificate of occupancy obtained by the Sydney Cricket and Sports Ground Trust. The committee is of the view that the certificate of occupancy was not required by any law and despite any value the document may have had in identifying safety and security issues at the Sydney Football Stadium and providing guidance to the Sydney Cricket and Sport Ground Trust about remediation work and mitigating strategies for the ongoing use of the stadium, the document was clearly misrepresented in the business case, by the Trust and was used by the Minister and Government as a critical part of the justification for the decision to prioritise the knock down and rebuild of the Sydney Cricket Ground.'

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Mr Field moved:

- a) That paragraph 2.78 be omitted
- b) That the following new paragraph be inserted instead: 'The committee is of the view that the safety and security concerns at the Sydney Football Stadium support the case for either a rebuild or refurbishment of the Sydney Football Stadium. The social and economic justifications for the government-preferred rebuild are based on questionable assumptions of attendance at a new stadium. The committee recommended that the approval authority have due regard to these questionable assumptions, especially given the significance of local impacts as a result of the proposal (note paragraphs 2.128 to 2.131 and chapter 3).'

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Resolved, on the motion of Mr Khan: 'That paragraph 2.78 be amended by omitting 'alone support the case to proceed' and inserting instead 'support the case to proceed'.

Resolved, on the motion of Mr Khan: 'That the following new committee finding be inserted after paragraph 2.78:

'Finding X

The committee is convinced that the safety and security concerns identified at the Sydney Football Stadium are of significance and require immediate attention.'

Mr Khan moved: 'That the following new committee finding be inserted before Recommendation 6:

'Finding X

The committee finds that the safety and security concerns at the Sydney Football Stadium support the case to proceed with the demolition and rebuild of the stadium facility in the Moore Park precinct.'

The committee divided.

Ayes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin

Noes: Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the affirmative.

Resolved, on the motion of Mr Field:

- a) That Recommendation 6 be omitted: 'That, if approval is granted by the Minister for Planning, the project to rebuild the Sydney Football Stadium proceed.'
- b) That the following new recommendation be inserted:

'Recommendation X

That the Department of Planning and Environment have due regard in its assessment of the planning proposal to knock down and rebuild the Sydney Football Stadium of the questionable assumptions that underpin the business case and the significance of local impacts that would result from an approval.'

Ms Voltz moved: That the following new recommendation be inserted before paragraph 2.79:

'Recommendation X

That demolition of Sydney Football Stadium should not proceed until the result of the March 2019 NSW State Election is held.'

Question put.

The committee divided.

Ayes: Mr Field, Mr Mookhey, Ms Voltz.

Noes: Mr Brown, Mr Khan, Mr MacDonald, Mr Martin.

Question resolved in the negative.

Ms Voltz moved: That Recommendation 7 be omitted.

Question put and negatived.

Mr Khan moved: That paragraph 2.131 be omitted.

Question put.

The committee divided.

Ayes: Mr Khan, Mr MacDonald, Mr Martin.

Noes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Mr Khan moved: That Recommendation 8 be omitted.

Question put.

The committee divided.

Ayes: Mr Khan, Mr MacDonald, Mr Martin.

Noes: Mr Brown, Mr Field, Mr Mookhey, Ms Voltz.

Question resolved in the negative.

Resolved, on the motion of Mr Khan: That Recommendation 9 be omitted: 'That the NSW Government commit to a timetable to develop a memorandum of understanding with the various sporting codes to guarantee sufficient event content for suburban stadia into the future.'

Resolved, on the motion of Mr Khan: That paragraph 3.78 be amended by omitting 'This community deserves better.' after 'two summers without a pool.'

Mr Khan moved: That paragraph 3.79 be omitted.

Question put and negatived.

Mr Khan moved: That Finding 6 be omitted.

Question put and negatived.

Mr Khan moved: That paragraph 3.80 and Recommendation 11 be omitted.

Question put and negatived.

Mr MacDonald moved: That Recommendation 11 be amended by omitting 'a replacement pool' and inserting instead 'a like for like pool'.

Question put and negatived.

Resolved, on the motion of Mr Khan: That:

- a) The draft report, as amended, be the report of the committee and that the committee present the report to the House
- b) The transcripts of evidence, submissions, tabled documents, answers to questions on notice and supplementary questions, and correspondence relating to the inquiry be tabled in the House with the report
- c) Upon tabling, all unpublished attachments to submissions be kept confidential by the committee
- d) Upon tabling, all unpublished transcripts of evidence, submissions, tabled documents, answers to questions on notice and supplementary questions, and correspondence relating to the inquiry, be published by the committee, except for those documents kept confidential by resolution of the committee
- e) The committee secretariat correct any typographical, grammatical and formatting errors prior to tabling
- f) The committee secretariat be authorised to update any committee comments where necessary to reflect changes to recommendations or new recommendations resolved by the committee
- g) Dissenting statements be provided to the secretariat by 5.00pm, Monday 24 September 2018
- h) That the report be tabled on 27 September 2018.

5. Adjournment

The committee adjourned at 1.37 pm, *sine die*.

Emma Rogerson
Committee Clerk

Draft minutes no. 7

Thursday 27 September 2018

Public Works Committee

Members' Lounge, Parliament House, 9.44 am

1. Members present

Mr Brown, *Chair*

Mr Field

Mr Graham

Mr Khan

Mr MacDonald (from 9.45am)

Mr Martin

Ms Voltz

2. Previous minutes

Resolved, on the motion of Mr Khan: That draft minutes no. 6 be confirmed.

3. Correspondence

The committee noted the following item of correspondence:

Received:

- 26 September 2018 – Letter from inquiry participant to secretariat, regarding evidence given to the committee.

Resolved on the motion of Ms Voltz: That the committee keep confidential the correspondence received from an inquiry participant, dated 26 September 2018.

4. Adjournment

The committee adjourned at 9.47 am, *sine die*.

Jenelle Moore

Committee Clerk

Appendix 4 Dissenting statements

From Ms Lynda Voltz MLC and Mr Daniel Mookhey MLC, Australian Labor Party

Labor Members of the Committee do not agree with the proposition of Recommendation 6 that the Government proceed with the demolition of the Sydney Football Stadium (SFS) if planning approval is given. The Labor Members believe any decision on the demolition of the Sydney Football Stadium should be postponed until after the outcome of the NSW State Election to be held on the 23rd March 2019 is known.

It is clear from evidence before the inquiry that the decision making process has undermined public confidence in the NSW Government's Stadia Strategy. The findings point to the NSW Government disregarding its fiscal responsibilities to the people of New South Wales by proceeding with the chosen stadia strategy, prior to full public disclosure of any detailed business cases.

The NSW Government also did not provide sufficient opportunities for thorough community consultation and input to inform the development and planning process. Furthermore, the intention of the government to sign contracts and the issuing of Expressions of Interest during the planning approval process are indicative of the government's rush to lock in the knockdown and rebuild of the SFS despite the outcomes of the next state election.

From Mr Justin Field MLC, The Greens

The NSW community deserved a public inquiry into the decision making that has led to more than \$2.1bn being allocated to the building and redevelopment of major stadiums in Sydney. The public response suggested overwhelming opposition to this level of spending when so many other services and infrastructure are in need of Government investment.

This inquiry should have happened before final decisions were made or the Government should have pressed pause on planning to demolish the Sydney Football Stadium to enable the inquiry to hear evidence and make recommendations on the best way forward.

The current situation means the hands of the committee were somewhat tied with the Government trying to push ahead to ensure demolition contracts are signed before a potential change of Government in 2019. This approach further risks eroding public trust in the process.

The public is right to be concerned by the process and the decision. How a Government sets its priorities for public investment is mostly a political process, but these decisions tend to be cloaked in a shroud of numbers and justifications that are drawn from an often secret business case underpinned by a benefit cost ratio (BCR) assessment.

In being able to see and interrogate the business case for the Sydney Football Stadium, it is clear that this process has significant shortcomings. The assumptions that underpinned the business case were highly subjective and based on very little solid information about the likely number of events or future attendees. Even with assumptions likely to be favourable for the Government's case, the Sydney Football Stadium knockdown and rebuild proposal failed to meet the Government's own target for major infrastructure investment of having a BCR of greater than 1. This process has shown significant weakness in the Government's use of cost benefit analysis which has also been seen in other major infrastructure projects in recent years. I am glad that a Greens recommendation to refer the use of cost benefit analysis for major infrastructure to a public inquiry was supported by the committee. This should be pursued as soon as possible.

The Government and the Sydney Cricket and Sports Ground Trust (the Trust) relied heavily on identified safety, security and compliance issues at the current Sydney Football Stadium to justify the rebuild proposal. Central to these claims was the contents of a *Conditional Certificate of Occupancy* issued in December 2016 to the trust by consultancy Blackett Maguire and Goldsmith. The legal basis of this document was the subject of significant questioning in the hearings. The document was presented by the Government and the Trust in both the inquiry hearings, submissions and in the public debate as if it had some legal basis that showed the continued operation of the facility could not be assured past December 2019 and therefore necessitated a knock down rebuild decision. This misrepresented the document. Under questioning it became clear that it was a bespoke document created for the Trust and was in no way a statutory requirement. While it may have been useful to inform the Trust of deficiencies or risks in the facility that needed addressing or mitigating, it was presented as something much more, including as signally that the venue would be unfit for purpose after 2019. I am disappointed the committee did not

support stronger language in the report to reflect what I saw as a misrepresentation of the document which has skewed the public discussion about the options for the ongoing use of the existing stadium with remediation work to address its existing issues.

What we do know is that the Government intends to spend about \$1.6bn rebuilding or refurbishing the Sydney Football Stadium and Stadium Australia. All up, about 3.5 million people are likely to attend events each year.

The beneficiaries of this massive spending is primarily the major male dominated sporting codes. Sports that earn tens of millions each year in broadcast rights and sponsorship deals - often from alcohol and gambling companies.

The prioritisation of these venues seems to have come at the expense of other sports. The inquiry heard compelling evidence from Netball NSW. An investment of around \$50 million in a roof at the Tennis Centre at Homebush would change the future for that sport. The lack of suitable venues at the right size to maximise a paying audience makes broadcasting more games unprofitable. The cost is on grassroots sports and the ability for young girls to see their heroes play on TV.

Or compare the 3.5 million who will attend an event at a major stadium next year with the 55 million people who will visit our National Parks network and who bring hundreds of millions of dollars into local regional economies. The community is right to question the priorities of this Government.