

PARLIAMENT OF NEW SOUTH WALES

PUBLIC WORKS COMMITTEE

Granting of contract number OoS17/18-021 by the Office of Sport

(SYDNEY INTERNATIONAL EQUESTRIAN CENTRE)

Questions taken on notice

1. Why were issues relating to the involvement of Ms Alex Townsend, and the use of second-hand material from the Wallaby Hill property, not subject to the O'Connor Marsden probity review?

The Terms of Reference of the OCM inquiry were:

- Review the RFT and provide probity advice regarding probity risks
- Review the allegations of an undeclared conflict of interest in relation to BSMS and the ENSW President and provide advice as to the undeclared conflict of interest had any impact on the integrity of the RFT

The OCM engagement focussed on the RFT. Alex Townsend was not involved in the tender process, either personally or as a member of the ENSW Board.

Other processes undertaken at the request of the Office of Sport, including site remediation and laser levelling, addressed the contamination from the Wallaby Hill material.

2. How did O'Connor Marsden engage with Equestrian NSW and Bruce Farrar during the probity review?

Mr Farrer was interviewed.

3. Can you please provide the timeline of events that formed part of Ms Jones' opening statement?

See annex.

4. What is the depth of the surface of the SIEC arena?

Approximately 340mm, which includes base matting, lower sand layers and an upper layer.

5. How many tonnes did the surface weigh when being transported from Wallaby Hill?

This question should be directed to Barrie Smith Motor Sports.

6. Was the O'Connor Marsden probity review report provided to Equestrian NSW?

No.

7. In an email from ICAC to the Office of Sport, it was stated that Mr Bruce Farrar approached Barrie Smith Motor Sport prior to the release of the tender to obtain a funding estimate, which would be included in the proposal. What evidence was this based on, and is any documentation available that shows this having occurred?

This allegation is contained in a letter of complaint from Mrs Maggie Dawkins to the former Acting Minister for Sport, The Hon Dr Geoff Lee, MP on 10 February 2020. The Office of Sport is not aware of any further documentation regarding this allegation.

Supplementary questions

1. What documents does the Office hold on briefings by Matt Miller to Minister Ayres about problems with the SIEC grant? On which dates and for which problems was the Minister briefed? Did this include notice of a) the Bruce Farrar conflict of interest, and b) the relocating of the surface materials from Alex Townsend's Wallaby Hill?

The upgrade of SIEC was the subject of a tender process and was funded within the Office of Sport budget.

No records are available indicating such briefing occurred.

2. How could Karen Jones have reviewed the SIEC grant documents and not included in the terms of reference to OCM examination of the role of NSW board member Alex Townsend and her second-hand Wallaby Hill materials?

Ms Townsend was not involved with the Office of Sport's tender process. The OCM report was commissioned to examine the tender process. Office of Sport staff worked with various experts in the tender process and the Office's focus was internal improvement and lessons learned.

3. Did ICAC ever examine the Townsend connection?

This question should be directed to ICAC.

4. Was Townsend a referee for Barrie Smith Motor Sport? What did the reference say? What other BSMS referees were there?

Ms Townsend was the sole referee (as supplied in the BSMS tender) but no referee check was performed.

5. Did the Townsend reference declare a conflict of interest by which the person undertaking the SIEC work (Stephen Dingwall) was the son of the President of the NSW board on which Townsend sat?

No.

6. Was Wallaby Hill the only arena BSMS had completed by the time of the grant tender? Who from the Office of Sport and the TEC inspected the BSMS job at Wallaby Hill to verify its quality?

The first question should be directed to Barrie Smith Motor Sports.

Two Office of Sport staff visited the Wallaby Hill facility – Mr Flynn and Mr Porter (both SIEC staff at the time).

7. For which other tender processes has the Office of Sport established a TAC?

None, before or since.

8. In Office of Sport records, what was the earliest date on which Bruce Farrar contacted the Office or its Minister about a SIEC arena upgrade?

Please see the Office of Sport Submission to the Inquiry, paragraph 58 – 15 September 2016.

9. Did the first contact with the Office about the SIEC arena upgrade come from Minister Ayres and if so, on which date?

See above re question 8.

10. Did the Office draft Minister Lee's answer to my Question on Notice 2762 (17 December 2020) and if so, why was no attempt made to answer the important integrity issues raised?

Yes. The answers responded to the questions asked.

11. When did the Office first become aware that Matt Miller had become a member of the ENSW board selection advisory board? Is there any documentation about this appointment and record of Bruce Farrar asking Miller to take this position?

Mr Farrer invited Mr Miller to join the ENSW Board Nomination Committee on 26 July 2016. The Office of Sport became aware of this invitation on this date.

Further detail should be sought from Mr Miller or Mr Farrer.

12. Why was the minor capital works spending limit of \$500,000 exceeded for this grant?

Please see the Office of Sport Submission to the Inquiry, paragraphs 222-226. Mr Miller, then CEO, took the decision to reprioritise unspent maintenance funding.

13. Did the Treasury ever come back to the Office of Sport with its final assessment of the grant upon which the release of funds relied? Why did the Office proceed with allocating funds without Treasury clearance?

The allocation of funds was not a grant.

The Office of Sport submitted a request to carry forward \$600k from 2016-17 to 2017-18 and this was approved by Treasury on 22 December 2017.

Approval from Treasury is required to carry over funding one year to the next year. However, within the overall approved funding, an agency can reprioritise projects with CEO approval (which Mr Miller provided).

14. Did Office of Sport staff ever have reason to suspect that the relocation of the Wallaby Hill materials had been organised with the involvement of Bruce Farrar? What concerns were expressed?

Not as far as is known, noting some staff from the period are no longer employed by the Office of Sport.

15. When the Geotech Testing report was received on 19 January 2018 showing that "it is not possible to remove all fabric material" why didn't the Office of Sport cancel the contract for non-compliance, given the permanent problem of the loose items literally frightening the horses?

Please see the Office of Sport Submission to the Inquiry, paragraph 248.

It is important to note the distinction between the rubber grommet contamination, and the standard use of fabric material in the OTTO product.

16. Why did OCM at page 5 of their Probity Report say that, "the performance of the contractor during the delivery of the project is not within the scope of this review"?

The OCM report related to the RFT phase.



17. Given that BSMS was not the top-ranked or least expensive tenderer, and only received the job on the basis of a promise to finish it quickly, as soon as it became clear that BSMS faced serious delays in delivering the project, why wasn't the contract cancelled at that point?

Please see the Office of Sport Submission to the Inquiry, paragraphs 194, 205, 206.

It is not the case that speed was the only factor in awarding the tender to BSMS. Other factors noted included the higher quality of the matting BSMS proposed to use (which contributed to a legitimate higher price estimate) and the fact that the OTTO system had been used successfully in the Rio Olympic facility.

In order to achieve delivery on time, the Office of Sport accepted the Wallaby Hill material with reluctance but on the basis of a Geotech assessment – see the Office of Sport Submission to the Inquiry, paragraph 248.

18. If OCM could not spell Bruce Farrar's name properly or know that Alex Townsend is female, how competent could it be as a probity reviewer?

OCM should be contacted if the Committee wishes to discuss its report.

19. Who brought the Capricorn Australia complaint to the attention of the Office of Sport in December 2017 (page 19 of OCM report) and were they then brought to the attention of Minister Ayres?

Please see the Office of Sport Submission to the Inquiry, paragraphs 257, 259, 262 and 266.

20. Did the Capricorn Australia complaint precede or follow the Sue Hartog and Dave Porter notifications to Darren Crumpler about Bruce Farrar's possible conflict of interest?

Please see the Office of Sport Submission to the Inquiry, paragraphs 254, 257 and 259 – the Capricorn complaints were made in October 2017 but not brought to the Office of Sport's attention until after Ms Hartog and Mr Porter had raised concerns.

21. Why did Karen Jones write to Ms Maggie Dawkins on 19 March 2020 stating with regard to the OCM Probity Review, "The review is examining all aspects of the tender process, from project initiation to project completion" when: a) OCM did not believe it was looking at the project completion (that is, role of Alex Townsend and second hand material from Wallaby Hill), and b) the 'Request for Quote' on the SIEC Tender Review did not cover delivery of the project?

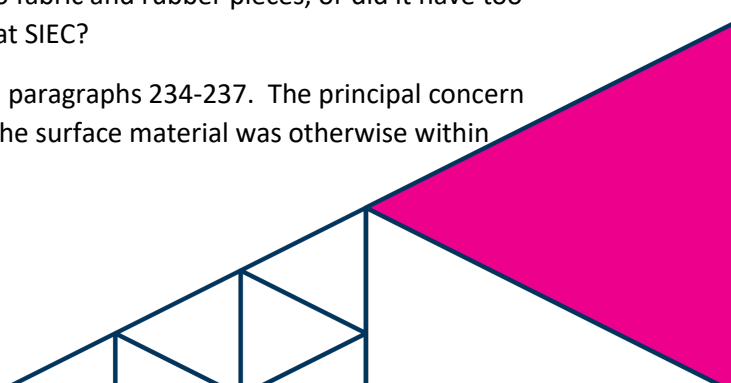
The OCM report focussed on the RFT process.

The reference to 'completion' should have been to completion of the tender process.

As the letter makes clear, the OCM report was not universal in scope. The letter notes a separate internal assessment was being conducted into the surface upgrade and the quality of the completed works. This resulted in BSMS performing site remediation and laser levelling as described in the Office of Sport Submission to the Inquiry, paragraph 305.

22. Was the problem with the Wallaby Hill mix limited to fabric and rubber pieces, or did it have too much clay as well? Has the clay problem been resolved at SIEC?

Please see the Office of Sport Submission to the Inquiry, paragraphs 234-237. The principal concern was the rubber grommets. Geotech testing confirmed the surface material was otherwise within specification.



23. The NSW Facebook page on 17 December 2020 claims that Minister Ayres said the SIEC project completed in early 2018 “was a model for how the Government wanted to partner with State Sporting Organisations to deliver facilities across NSW”. Is this true? Was this based on advice from Office of Sport?

The Office of Sport was not involved in this post.

24. What’s the evidence base for Dot Point 5 in the ICAC letter of 1 December 2020 please?

This question should be directed to ICAC.

25. Is there any evidence Alex Townsend paid for the removal of the arena from Wallaby Hill or was it most certainly done at taxpayers’ expense?

Please see the Office of Sport Submission to the Inquiry, paragraph 234 – the Wallaby Hill material was accepted as a part of the contract price, subject to Geotech testing.

26. Has the Office considered legal action for cost recovery from Alex Townsend, especially given her role as a NSW Board member and her failure to execute her duty of care to ensure materials transported from her property to SIEC were not contaminated?

The Office of Sport did not have a contractual relationship with Ms Townsend. It had a contractual relationship with Barrie Smith Motor Sport and sought remedies under that contract.

27. What credentials did Jim Kasif have in arena construction and where is he now?

He was employed as an experienced construction project manager via a NSW Government contracted contingent labour hire company (Chandler Macleod).

The Office of Sport is unaware of Mr Kasif’s current location or employment.

28. What role did Sam Hartog have in the SIEC arena upgrade and what is his relationship (if any) to Sue Hartog? At any time did Ms Hartog declare an interest in this regard?

The Office of Sport has been advised by the Public Works Committee Secretariat that Sam Hartog may have been engaged by BSMS in a safety capacity – any detailed question about Mr Hartog should be addressed to BSMS.

The Office of Sport can confirm that there is no relationship between its employee Ms Sue Hartog and the Mr Hartog in question.

29. What action did the Office take about a) the Farrer conflict of interest and b) Alex Townsend/Wallaby Hill connection prior to The Australian reporting problems with the project on 19 February 2020?

Please see the Office of Sport Submission to the Inquiry, paragraphs 261, 262, 266, 267, 268.

Mr Crumpler discussed the issues with Mr Farrer and was assured by Ms Doyle (NSW) that conflicts were managed by the NSW Board.

30. At page 16 of its submission, has the Office checked with Minister Ayres (or Mr Farrar) if the letter to Bruce Farrar was signed and sent? This seems a vital moment in the saga - there was no money available for the project yet the Minister asked Farrar to prepare a business case for the funding.

The version in the Office of Sport’s records is unsigned.



31. At Paragraph 77 of the submission (page 16), who made the decision not to have a procurement strategy?

This was not a deliberate decision. It was collectively decided to engage in a limited Request for Interest process given the small size of the Australian market for equestrian facility builders.

32. When OoS became aware of the Farrar potential conflict of interest on 18 December 2017 (page 50 submission) what action did it take?

Please see our response to Question 29.

33. Who from SIEC staff accepted the BSMS invitation to attend Wallaby Hill 29-31 August “to see the surface being laid” (page 28 submission)? What record exists of their visit and what observations did they make?

Please see our response to Question 6 above.

In addition, staff took photographs of the water control system.

34. In his TAC assessment emailed to Mr Kasif, how did Bruce Farrar know that BSMS were “easy to do business with” (page 46 submission) and Capricorn were “difficult”? Doesn’t this sort of subjective bias point to a prior Farrar association with BSMS? Why were these comments taken at face value?

These questions are better directed to Mr Farrer or Mr Kasif.

35. How could BSMS be the unanimous recommendation of the TEC (page 48 submission) when it had the second highest score?

Please see the Office of Sport Submission to the Inquiry, paragraph 208.

36. Why did the TAC undertake its review on 30 October-1 November when the TEC had already completed its work five days earlier?

The TEC (Office of Sport staff) was the independent decision maker and made its decision first. The TAP/TAC (externals) made a separate assessment and this was then considered in producing the final Tender Recommendation Report.

As noted in paragraph 156(b), the Office of Sport has revised its processes to give greater clarity how the views of any experts will be integrated into final recommendations.

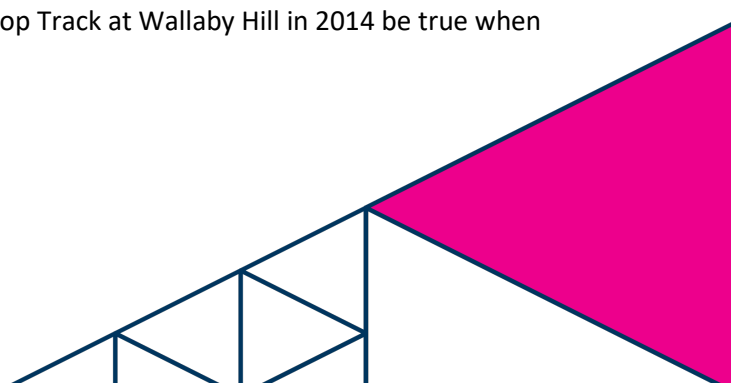
37. Given that by 1 November the Wallaby Hill surfaced had failed and Mr Farrar would have known this, does the Office of Sport now believe he actively misled you in the TAC process and recommendation?

The Office of Sport will not speculate as to what Mr Farrer knew.

As noted in the Office of Sport Submission to the Inquiry, paragraph 256, Mr Farrer was in receipt of complaints before the tender was assessed and before he signed a Conflict of Interest declaration. The Office of Sport would have preferred these concerns were raised in a timely fashion.

38. How could the BSMS tender claim of installing a Gallop Track at Wallaby Hill in 2014 be true when BSMS was not an agent for Otto in Australia in 2014?

This issue should be addressed to BSMS.



39. Can the Committee please have a copy of the Treasury documentation about the SIEC arena funding (rollover funding not confirmed) referred to on page 56 of the submission?

See Annex.

40. Which maintenance projects were abandoned to fund the SIEC grant, as per the briefing note endorsed by Matt Miller on 6 November 2017?

No projects were abandoned. However, the Office of Sport reprioritised funding in 2017-18 and \$750k was allocated for the "SIEC Arena Surface Upgrade" project by reducing the "Sydney International Equestrian Centre - Construct Additional Truck Parking Area and Amenities Block" project. The truck parking and amenities block project was deferred to 2018-19 and then completed in the 2018-19 financial year.

41. How many times in the past 5 years has the Office of Sport a) allocated funding for a project after the preferred tenderer has already been selected, and b) funded a capital works project exceeding \$500,000 from the reallocation of maintenance funds? What are the details?

(a) None

(b) None

42. In paragraph 299 of the submission (page 77), what was the a) internal and b) external legal advice provided?

The advice related to the Office of Sport's options under the contract for remediation and the BSMS offer.

43. In paragraph 312(d) (page 81), are SIEC staff still walking the surface to pick up 'residual rubber grommets'? How long is this expected to continue into the future? How many staff are involved?

Any equestrian surface must be 'flipped' regularly as the sand surface gradually compacts. Periodic inspections of any surface are conducted as part of this 'flipping' process as well as general inspections to ensure no foreign objects of whatever source (eg being brought in by a horse/rider).

44. In paragraph 314, how can John Vallance be used as an independent assessor of the surface quality given his involvement in the TAC and close association with Bruce Farrar?

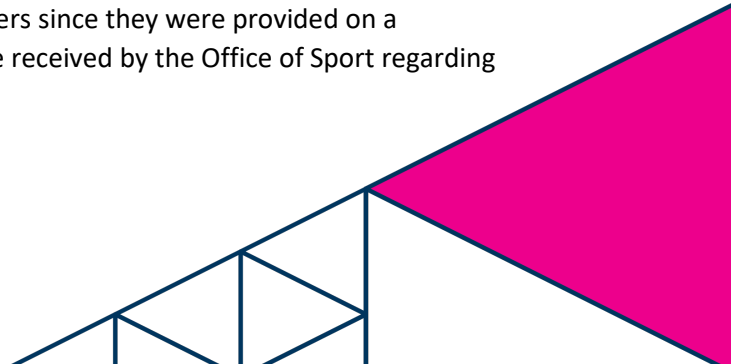
The SIEC is an elite grade facility and the assessment needed to draw on experts from both dressage and showjumping, of which there is a limited pool.

As noted in the Office of Sport Submission to the Inquiry, paragraph 317, the planned safety assessment will involve an alternative to Mr Vallance.

45. Can the Committee please access the exchange of correspondence between ICAC and OoS mentioned in paragraphs 339-342?

The Office of Sport will liaise with the Inquiry Secretariat to determine the most efficient way to transfer these documents.

The Office of Sport would prefer not to supply the Tenders since they were provided on a Commercial-in-Confidence basis and private legal advice received by the Office of Sport regarding contract remedies as this is professionally privileged.



46. In the further material referred on to ICAC as per paragraphs 346-7, did this include reference to concerns about the role of Alex Townsend/Wallaby Hill in the ongoing saga of the recycled SIEC arena?

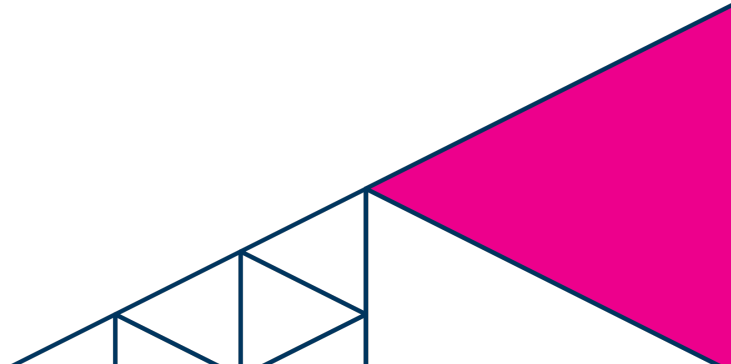
Yes.

47. The OoS submission ends with the incredible claim that this was a “successful project”. Other than the tender/grant costs, what have been the costs to taxpayers in staff time, legal advice, probity assessments, arena remediation and other expenses in dealing with allegations and concerns about Bruce Farrar’s conflict of interest, the tender process and the project delivery by BSMS?

It is not feasible to quantify staff costs.

Specialist legal advice regarding contract remedies: approximately \$3500

The OCM report: \$12,185.

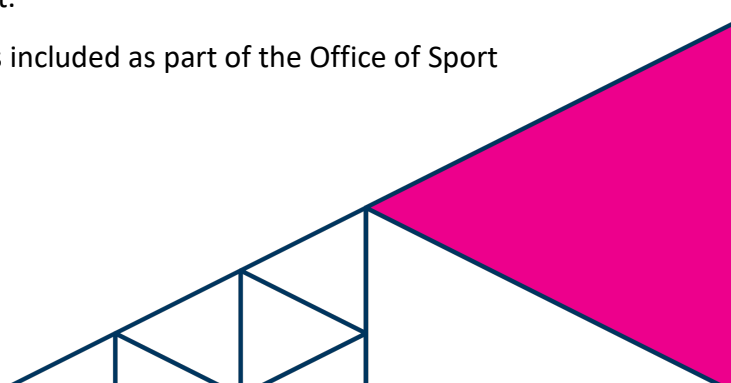


Annex
Introductory Statement

Good morning, Chair and Committee members,

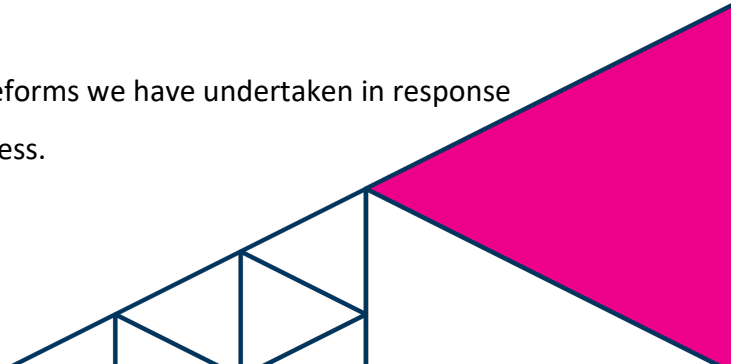
- My name is Karen Jones and I'm the Chief Executive of the Office of Sport.
- The Office of Sport is a government agency that leads the development and implementation of the Government's sports and physical activity strategies.
- Assisting me today is Feargus O'Connor, an Executive Director in the Office, who has been involved in implementing a range of reforms to our procurement and other processes as recommended by the ICAC and probity advisers.
- Can I start by saying that I welcome the Committee's inquiry.
- The Office of Sport has provided a highly detailed submission which sets out a factual description of what happened.
- In this short introduction, I would like to set out a timeline of events and talk about the various steps the Office has taken to remediate the site, ensure safety of the facility and reform of our procurement processes.

Timeline

- This starts in September 2016 when Equestrian NSW meets the Office of Sport to discuss an upgrade of the Sydney International Equestrian Centre. The Office informally indicated interest in the project being jointly funded.
 - In March 2017 the CEO of Equestrian NSW (Mr Bruce Farrer) and CEO of Equestrian Australia met with Minister Ayres to propose the upgrade and sought Government funding. The Office of Sport's briefing indicated general support for the idea but that no specific funding was available.
 - On the 13 March 2017 – Equestrian NSW submits a business case for a \$600,000 upgrade to be paid by the NSW Government.
 - On 7 July 2017, the SIEC Arena Upgrade was included as part of the Office of Sport Minor Capital Works Program.
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- In August 2017 the Office of Sport conducts a Request for Interest process of 6 suppliers and the Office of Sport involved Mr Farrer in this process due to the level of expertise required.
- In October 2017, one potential tenderer complains to Mr Farrer alleging conflicts of interest involving Equestrian NSW and another potential tenderer (being BSMS). The Office of Sport was unaware of this complaint at the time.
- The alleged conflict of interest involves a family relationship between the Chair of Equestrian NSW (Mr Dingwall) and BSMS.
- It is understood that this complaint, and ultimately the alleged conflict, was considered by the Board of Equestrian NSW. Again, the Office of Sport was not aware of this.
- On 11 October 2017 the Tender was released to 6 suppliers.
- Between the 24-25 October 2017 the Tender Evaluation Committee of the Office of Sport assessed the tender and selected BSMS.
- Between the 30 October and 1 November, the Tender Advisory Committee, consisting of external experts including Mr Farrer, assessed the tenders and selected BSMS.
- Mr Farrer also signed a Conflict-of-Interest declaration on 25 October 2017 declaring no conflict.
- On the 9 November 2017 – Matt Miller, the then CEO of the Office of Sport, approves BSMS as the successful tender and that \$745,000 was to be reallocated from the maintenance budget to fund the upgrade.
- The upgrade works were due to start on 20 November but on the 22 November 2017, BSMS informs the Office of Sport that the overseas materials are delayed and offers to use 'existing stocks...from their warehouse'.
- On the 18 December 2017 SIEC staff report the potential conflict of interest and this is then raised with Mr Farrer.
- Two days later, Mr Farrer supplies the Office of Sport with the email from 5 October 2017 from a potential tenderer complaining about his role.
- The next day the Office of Sport is made aware that the material to be used in the upgrade is not from a warehouse but is from Wallaby Hill and is contaminated.

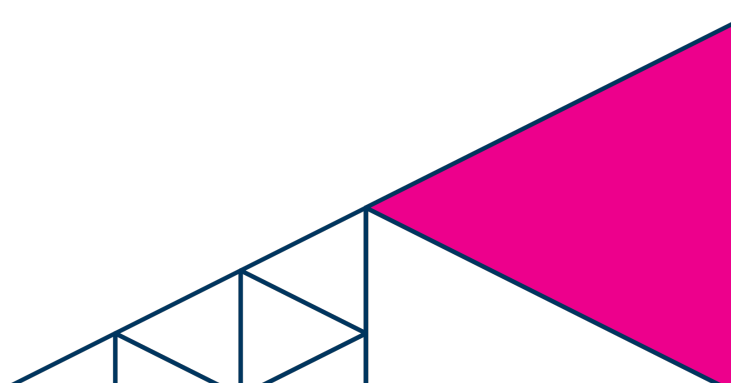
- Wallaby Hill is an outdoor equestrian facility owned by an Equestrian NSW Board Member, Alexandra Townsend (who is still a board member today).
- The Office demands Geotech testing to ensure the sand fits the tender specification and demands that any contamination is to be removed.
- This confirmation is received on 19 January 2018 and the installation is then completed.
- On 31 January 2018 Riders test the surface and provide good feedback.
- Then we skip forward to 24 October 2019 when some negative feedback is provided following the National Dressage Championships.
- And between 27 December 2019 – 9 February 2020: several people complain to the Minister about safety, choice of product and probity.
- On 6 January 2020 I became aware of the complaints, and I directed a remediation process as safety is our first concern at the facility.
- In March 2020 the Office of Sport also engaged O'Connor Marsden to conduct a probity review considering the complaints raised in December. This concluded on 29 April 2020.
- On 11 May 2020 I also sent the matter to ICAC who responded on 1 December 2020 finding no evidence of corruption but identifying various corruption risks in the Office of Sport process.
- In September 2020 the Office of Sport notes the completion of the remediation work. It is important to note that this was done at no public expense.
- On the 11 March 2021, a quality and safety assessment of the arena finds it is suitable for Olympic level dressage and jumping.
- In addition to the March 2021 assessment, a further assessment will occur once COVID restrictions ease.
- This further assessment will involve Public Works, the National Safety Manager of Equestrian Australia, Safework NSW, and dressage and show-jumping experts.
- The principal complainants will also be invited to observe.
- It is also important to outline some of the reforms we have undertaken in response to the issues identified throughout the process.



- In response to the OCM and ICAC findings significant changes have been made to our procurement documentation and processes.
- These include:
 - the documenting of decisions,
 - conflict of interest and confidentiality requirements, and
 - how experts are to be used and managed.
- ICAC has had input to these reforms and the Asset Management Team staff have been trained in the new procedures.

Conduct of State Sporting Organisations.

- We have also issued new Funding Agreement to all SSOs mandating key governance and probity processes.
- Specifically, we now require that risk management standards in accordance with the International Standard are to be in place, along with robust Conflict of Interest policies which require the continuous disclosure of conflicts, including perceived conflicts.
- The Office and I have taken the documented recommendations of this matter seriously and I see the Committee's interest in the same light.
- Thank-you and you are now more than welcome to ask any questions and of course we will attend the public hearing in November if required.



Final Budget Proposal

Overview

| | |
|---|-----|
| 1. Does the budget Proposal include a capital expenditure component?* | No |
| 2. Is the budget proposal part of a joint submission? | |
| 3. Does this proposal include a current year adjustment?* | Yes |
| 4. Does this proposal require supplementary funding in current year?* | No |
| 5. Has the supplementary funding been approved by ERC/Cabinet? | No |
| 6. Do you have a business case to add to the proposal?* | No |

| | |
|----------------------------|---|
| Reference Id | Office of Sport-2018-4705 |
| Proposal Id | 4705 |
| Created By | |
| Submitted By | |
| Agency | EB0908 - Office of Sport |
| Cluster | EC0601 - INACTIVE 010719 Industry (GG) |
| Portfolio Minister Name | Minister for Sport |
| Coordinating Minister Name | Minister for Primary Industries |
| Proposal Name | Period 13 Carry Forward - Sydney International Equestrian Centre Main Arena Surface Upgrade |
| Publication Name | |
| Agency Priority | 3 |

| | |
|---------------------------|--|
| Agency Internal Reference | CF 2017-3 |
| Budget Year | FY 2018-19 |
| Proposal Type | Parameter and Technical Adjustment (PTA) |
| Proposal Category | Recurrent only |
| Proposal Classification | Parameter and Technical Adjustment - Carry Forward |
| Workflow Status | APPROVED |

| | |
|---|------------|
| Funded through existing budget allocations (do not add to base) | No |
| Protected Items | No |
| Election Commitments | No |
| SunsetDate | 2018-06-01 |
| Ongoing | |
| For external publication | No |

| | |
|------------------|---|
| Description | The SIEC arena surfaces are in need of substantial upgrades and requires an initial investment of \$600,000 to upgrade the Indoor and Arena 6, using super-fine sand with geotextile and fibre additives, an Ebb and Flow sub-surface watering system and rubber cushioning mats. Upgrading the main competition surfaces to international standard at SIEC is proposed to ensure its long term viability as a premier stadium and host of major equestrian events. It will also consolidate SIEC's position as the hub of equestrian sport in NSW, including the training ground for the development of future NSW based World Championship and Olympic representatives. Analysis provided by Equestrian NSW shows the SIEC could attract four new, large competitions to the SIEC calendar if the arenas are upgraded to international standard. This will in turn contribute up to an additional \$400,000 per annum to SIEC revenues and reduce overall Net cost of Service. The Office could not complete the procurement in 16-17 as the suppliers are mainly overseas companies and the timeframe required for the completion of the procurement process, delivery and installation is around 4-5 months. |
| Agency Rationale | This is a category B Timing Adjustment as per the Treasury Circular TC 15/08. The S EC arena surfaces are in need of substantial upgrades and requires an initial investment of \$600,000 to upgrade the Indoor and Arena 6, using super-fine sand with geotextile and fibre additives, an Ebb and Flow sub-surface watering system and rubber cushioning mats. Upgrading the main competition surfaces to international standard at S EC is proposed to ensure its long term viability as a premier stadium and host of major equestrian events. t will also consolidate SIEC's position as the hub of equestrian sport in NSW, including the training ground for the development of future NSW based World Championship and Olympic representatives. Analysis provided by Equestrian NSW shows the S EC could attract four new, large competitions to the SIEC calendar if the arenas are upgraded to international standard. This will in turn contribute up to an additional \$400,000 per annum to SIEC revenues and reduce overall Net cost of Service. The Office could not complete the procurement in 16-17 as the suppliers are mainly overseas companies and the timeframe required for the completion of the procurement process, delivery and installation is around 4-5 months. |

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|--------------------------------------|
| Program Description |
| INACTIVE Sport and Active Recreation |

Locations

| | | | | |
|---------------------|-------------|------------|--------|-----|
| Address | Coordinates | Electorate | Region | LGA |
| No data to display. | | | | |

Financials

Expenses

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------|---|--------------|---|--------------|--------------------------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| AE208130023 | Repairs and Maintenance of Other Assets - Other | CPE919 | Residents N.E.C (Other - Not Able To Be Classified To A Specific Cpe) | PP0193 | INACTIVE Sport and Active Recreation | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenses | | | | | | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------|---|--------------|---|--------------|--------------------------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| AE208130023 | Repairs and Maintenance of Other Assets - Other | CPE919 | Residents N.E.C (Other - Not Able To Be Classified To A Specific Cpe) | PP0193 | INACTIVE Sport and Active Recreation | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenses | | | | | | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Labour Expense Cap

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| No data to display. | | | | | | | | | | | | | | | | |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Description | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|---------------------|--------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | |

Revenue

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| No data to display. | | | | | | | | | | | | | | | | |

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | |

Discontinuing Operations

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| No data to display. | | | | | | | | | | | | | | | | |

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | |

Budget Result

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|--------------|----------------|---------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Description | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|---------------------|----------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Other Economic Flows

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | |
| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
| No data to display. | | | | | | | | | | | | | | | | |

Net Cost of Services

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|--------------|----------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Capital Expenditure

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Est Total Cost | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) | Balance To Complete |
|---------------------|--------------|--------------|--------------|--------------|---------------------|---------------|-------------------|----------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|------------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | | | |
| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Est Total Cost | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) | Assessed Balance To Complete |
| No data to display. | | | | | | | | | | | | | | | | | | | | |

Govt Contributions

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|--------------|--------------|--------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | |
| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
| No data to display. | | | | | | | | | | | | | | | | |

Current Assets

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------------|-------------------------|---------|---|--------------|----------------------|---------------|------------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| AA501031003 | Cash Unrestricted - TBS | CPE912 | Resident Private Depository Corporations (Private Sector Owned Banks) | PP0000 | Default - No Program | MM9990 | Automatic Cash Balance | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Current Assets | | | | | | | | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------|-------------------------|---------|--|--------------|----------------------|---------------|------------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| AA501031003 | Cash Unrestricted - TBS | CPE912 | Resident Private Depository Corporations (| PP0000 | Default - No Program | MM9990 | Automatic Cash Balance | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------------|--------------|---------|-----------------------------|--------------|---------------------|---------------|-------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| | | | Private Sector Owned Banks) | | | | | | | | | | | | | | | |
| Total Current Assets | | | | | | | | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Non Current Assets

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|--------------|--------------|---------------------|---------------|-------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|--------------|--------------|---------------------|---------------|-------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | |

Total Assets

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|--------------|----------------|---------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Description | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|---------------------|----------------|---------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Current Liabilities

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|--------------|--------------|---------------------|---------------|-------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|--------------|--------------|---------------------|---------------|-------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | |

Non Current Liabilities

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|--------------|--------------|---------------------|---------------|-------------------|------------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Desc | Program Code | Program Description | Movement Code | Movement Schedule | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|---------------------|--------------|---------|--------------|--------------|---------------------|---------------|-------------------|---------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| No data to display. | | | | | | | | | | | | | | | | | | |

[illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible]

Trial Balance

| Trial Balance | | | | | | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|-------------------|--|--|--|--|--|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Trial Balance = 0 | | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | | |

| Trial Balance = 0 | | | | | | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|-------------------|--|--|--|--|--|--|---|---|---|---|---|---|---|---|---|--|
| Trial Balance = 0 | | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | | |

Net Debt

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|--------------|----------------|---------------------|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Description | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|---------------------|----------------|---------------------|--|---|---|---|---|---|---|---|---|---|--|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Net Lending

| Account Number | Account Desc | ICP/ECP Code | ICP/ECP Desc | Program Code | Program Description | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|--------------|----------------|---------------------|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Account Number | Account Desc | ICP/ECP | ICP/ECP Description | Program Code | Program Description | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) |
|----------------|--------------|---------------|---------------------|----------------|---------------------|--|---|---|---|---|---|---|---|---|---|--|
| Total Accounts | All Accounts | Total ICP/ECP | All ICP/ECP | Total Programs | All Programs | -600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Source Of Capital Funding

| Financial Category | Estimated Total Cost(\$000) | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 2022-23 (\$000) | Plan Yr 6 2023-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) | Balance To Complete |
|--|--------------------------------|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|---------------------------|
| Other Sources (not specified above) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings (including finance leases) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Sources | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Restart NSW (including Rebuilding NSW) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consolidated Fund - Commonwealth | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consolidated Fund Capital - State | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital Funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Financial Category | Estimated Total Cost(\$000) | Assessed Current Year 2017-18 (\$000) | Assessed Budget Year 2018-19 (\$000) | Assessed Fwd Est 2 2019-20 (\$000) | Assessed Fwd Est 3 2020-21 (\$000) | Assessed Fwd Est 4 2021-22 (\$000) | Assessed Plan Yr 5 2022-23 (\$000) | Assessed Plan Yr 6 2023-24 (\$000) | Assessed Plan Yr 7 2024-25 (\$000) | Assessed Plan Yr 8 2025-26 (\$000) | Assessed Plan Yr 9 2026-27 (\$000) | Assessed Plan Yr 10 2027-28 (\$000) | Balance To Complete |
|--|--------------------------------|--|---|---|---|---|---|---|---|---|---|--|---------------------------|
| Other Sources (not specified above) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings (including finance leases) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Sources | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Restart NSW (including Rebuilding NSW) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consolidated Fund - Commonwealth | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consolidated Fund Capital - State | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital Funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Assumptions

Direct

| Drivers | Quantity | Price | Total(\$000) | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 20 22-23 (\$000) | Plan Yr 6 20 23-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|----------|-------|--------------|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| No data to display. | | | | | | | | | | | | | | |

Indirect

| Drivers | Quantity | Price | Total(\$000) | Current Year 2017-18 (\$000) | Budget Year 2018-19 (\$000) | Fwd Est2 2019-20 (\$000) | Fwd Est3 2020-21 (\$000) | Fwd Est4 2021-22 (\$000) | Plan Yr 5 20 22-23 (\$000) | Plan Yr 6 20 23-24 (\$000) | Plan Yr 7 2024-25 (\$000) | Plan Yr 8 2025-26 (\$000) | Plan Yr 9 2026-27 (\$000) | Plan Yr 10 2027-28 (\$000) |
|---------------------|----------|-------|--------------|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| No data to display. | | | | | | | | | | | | | | |

Impact on Other Agencies

Additional Costing Assumptions

Related Proposal

| Proposal Id | Proposal Name | Agency | Proposal Status | Proposal Type | Comments |
|---------------------|---------------|--------|-----------------|---------------|----------|
| No data to display. | | | | | |

Performance Impact

Target

| Budget Designated Program | Performance Measure | Agency description of alignment to Outcomes and Performance Measures | Treasury Comment | Measurement Unit | FY 2018-19 Target | FY 2019-20 Target | FY 2020-21 Target | FY 2021-22 Target | FY 2022-23 Target | FY 2023-24 Target | FY 2024-25 Target | FY 2025-26 Target | FY 2026-27 Target | FY 2027-28 Target |
|------------------------------|------------------------|---|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| No data to display. | | | | | | | | | | | | | | |

Updated Final Value

| Budget Designated Program | Performance Measure | Agency description of alignment to Outcomes and Performance Measures | Treasury Comment | Measurement Unit | FY 2018-19 Updated Final Value | FY 2019-20 Updated Final Value | FY 2020-21 Updated Final Value | FY 2021-22 Updated Final Value | FY 2022-23 Updated Final Value | FY 2023-24 Updated Final Value | FY 2024-25 Updated Final Value | FY 2025-26 Updated Final Value | FY 2026-27 Updated Final Value | FY 2027-28 Updated Final Value |
|------------------------------|------------------------|---|---------------------|---------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| No data to display. | | | | | | | | | | | | | | |

Risks

| Risk | Risk Impact | Risk Likelihood | Risk Rating | Risk Description | Mitigation |
|---------------------|-------------|-----------------|-------------|------------------|------------|
| No data to display. | | | | | |

Gateway

| Gate | Assurance Authority | Status |
|---------------------|---------------------|--------|
| No data to display. | | |

Business Cases

| Business Case | Business Case Status |
|---------------------|----------------------|
| No data to display. | |

Documents

| Document Name | Document Description | Document Link |
|---------------------|----------------------|---------------|
| No data to display. | | |

Comments

| Date | Comment | Status | Created By |
|-----------------------|---|----------------------|--------------|
| 2017-08-28 12:28:28.0 | Returned to update the funding source - should be cash as full cluster grant was provided in 2016-17. | CLSANALYSTASSESSMENT | Amy Sullivan |

Outcomes and Rationale

| Estimated Total Cost Assessed(\$000) | Treasury Recommendation | Treasury Rationale | | | |
|--------------------------------------|-------------------------|--|----------------|---------------|------------|
| 0 | | Supported - Category B. Funding is required to be carried forward into 2017-18 to address urgent surface upgrades at the Sydney International Equestrian Centre. Work on this project has been delayed to early 2017-18 due to extended procurement times experienced with overseas contractors, who are the specialist producers of material required for the surface upgrades. | | | |
| Submission Number | Decision Number | Outcome Date | Outcome Status | Outcome Owner | Commentary |
| No data to display. | | | | | |