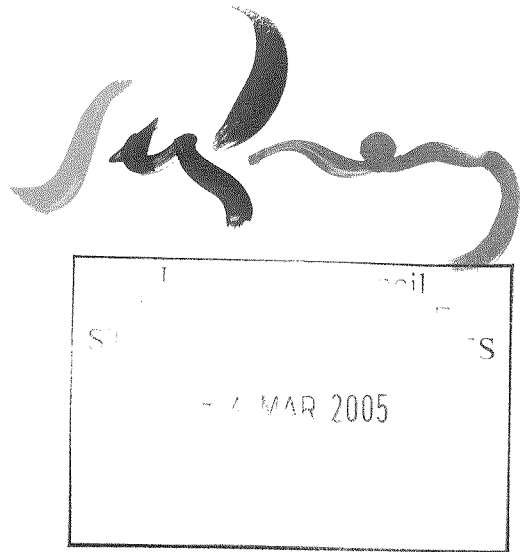


4 March 2005

Ms Beverly Duffy
Principal Council Officer
General Purpose Standing Committee No 4
Legislative Council
Parliament House, Macquarie Street
SYDNEY NSW 2000



Dear Ms Duffy

**RE: INQUIRY INTO THE MANAGEMENT OF
SYDNEY HARBOUR FORESHORE AUTHORITY**

I refer to your letter of 23 February seeking provision of further information to assist the Committee with its inquiry.

All information requested by the Committee is attached. Please let me know if the Authority can be of any further assistance.

Yours sincerely

Dr Robert Lang
Chief Executive Officer

Sydney Harbour Foreshore Authority
Level 6, 66 Harrington Street, The Rocks 2000
PO Box N408, Grosvenor Place NSW 1220
Telephone 02 9240 8500 Facsimile 02 9240 8899
www.shfa.nsw.gov.au ABN 51 437 725 177

GENERAL PURPOSE STANDING COMMITTEE NO. 4
INQUIRY INTO THE MANAGEMENT OF SYDNEY HARBOUR FORESHORE AUTHORITY

RESPONSE TO QUESTIONS TAKEN ON NOTICE BY
SYDNEY HARBOUR FORESHORE AUTHORITY

Mercantile Hotel lessee details

Answer:

Company name:

Mercantile Hotel (The Rocks) Pty Ltd

Directors:

Lawrence Bernard Coy
Kevin Sydney Nicholl
Terry O'Neill
Yvonne O'Neill
Catherine Anne Morgan
Colleen Whelan
Paul Francis Patrick Whelan

Place Leaders Association of Australia annual membership fees

Answer: \$20,000

SuperDome business case

Answer: A copy of the business case is attached at Tab 1.

SuperDome – cost of due diligence exercise

Answer: \$92,085

Gold Spa Poles

Answer: Sydney Harbour Foreshore Authority has had no dealings in connection with Gold Spa poles.

Tenant list

Answer: A list of Sydney Harbour Foreshore Authority's tenants is attached at Tab 2.

Probity advice – planning assessment

Answer: A copy of the Deloitte advice, *Proposed delegations to Sydney Harbour Foreshore Authority relating to Master Plan and Development Applications*, is attached at Tab 3. Sydney Harbour Foreshore Authority is committed to an extensive public consultation process but believes there is no connection between probity advice and public consultation, hence the Authority has had no probity report on public consultation processes.

Public housing tenants – Pyrmont/Ultimo

Answer: The Department of Housing has advised that it has 358 tenants in the Pyrmont/Ultimo area.

Elizabeth Macarthur Bay – market value

Answer: In late 2003 an independent report by Colliers Jardine estimated the approximate value of the former Water Police site at Elizabeth Macarthur Bay with its proposed Development Application attached was \$33.5million. This is an estimate only and the actual market value of the site cannot be determined because its sale by tender was terminated.

Consultants under \$30,000

Answer: A list of consultants under \$30,000 for the years ended 30 June 2002, 2003 and 2004 is attached at Tab 4.

SuperDome – Memo from former Chairman

Answer: A copy of the memo dated 28 April 2004 from the former Chairman to the Minister for Infrastructure, Planning and Natural Resources and the Treasurer is attached at Tab 5.

Cox Richardson report on open space

Answer: A copy of the report, *Pymont/Ultimo Open Space Provision*, is attached at Tab 6.

Additional questions on notice to Ms Jennifer Westacott

Answer: Responses to the additional questions prepared by the Friends of Pymont Point concerning probity and disposal of land are attached at Tabs 7 and 8.

**GENERAL PURPOSE STANDING COMMITTEE NO. 4
INQUIRY INTO THE MANAGEMENT OF SYDNEY HARBOUR FORESHORE
AUTHORITY**

**RESPONSE TO QUESTIONS TAKEN ON NOTICE BY SYDNEY HARBOUR
FORESHORE AUTHORITY**

- | | |
|-------|--|
| Tab 1 | SuperDome Business Case |
| Tab 2 | List of Sydney Harbour Foreshore Authority Tenants |
| Tab 3 | Deloitte advice regarding Planning Assessment Probitry matters |
| Tab 4 | List of Consultants < \$30,000 for 2001-02, 2002-03 and 2003-04 |
| Tab 5 | Memo from former Chairman to Minister and Treasurer re SuperDome |
| Tab 6 | Cox Richardson report on Open Space at Pyrmont-Ultimo |
| Tab 7 | Response to Questions concerning Probitry by Friends of Pyrmont Point |
| Tab 8 | Response to Questions concerning Land Disposal by Friends of Pyrmont Point |
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BUSINESS CASE – ACQUISITION OF SYDNEY SUPERDOME LEASE

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 - 1.2 Feasibility and Analysis
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1.0 EXECUTIVE SUMMARY:

1.1 Summary of Report

- Following discussions between representatives of NSW Treasury and the Sydney Harbour Foreshore Authority (SHFA), it was agreed that SHFA would undertake due diligence investigations into the sale arrangements for the Sydney Superdome (Superdome) leasehold interests being sold by the AbiEntertainment Group. This report outlines information obtained by SHFA to date as part of its investigations, together with recommendations for consideration by the SHFA Board, Minister and the Treasurer.
- By securing control of the Superdome leasehold interests set to run until 2031, SHFA would secure a premier Multi-Use venue capable of performing in a range of business segments. Whereas currently the Superdome has been used primarily for live entertainment events, SHFA through its expertise in venue and place management would bring to the business the skills to market it into additional areas such as conventions, exhibitions, sporting events, trade shows, product launches and educational/business forums.
- As the Sydney Olympic Park Authority (SOPA) does not presently have the capacity to take on debt, SHFA as the other key precinct manager controlling entertainment events for government has been asked to consider acquiring the site (provided it is not loss generating) to ensure the necessary visitation continues to improve given this is the key economic business driver at Sydney Olympic Park just as it is in Darling Harbour. It is proposed that at whatever point in the future SOPA is able to draw upon debt, that it has the exclusive right to purchase the asset from SHFA at the then market value.

1.2 Feasibility and Analysis

- The basis for assessing the merit of this acquisition is not considered to be a straight commercial acquisition decision, but moreso it is about obtaining control of a major economic driver at the Olympic Park precinct that delivers critical visitation numbers. In so doing, the opportunity to draw upon SHFA's extensive experience managing entertainment and exhibition venues and the associated industry expertise contracted by SHFA at these locations is a matter of obvious financial and practical common sense.
- Government would benefit from being in a position to control one of the key visitation generators at Sydney Olympic Park for the first time, with current arrangements not set to see this occur until the lease reverts upon expiration to SOPA in 2031. The opportunity to improve precinct visitation and rentals from affiliated businesses who pay rent to SOPA is a considerable benefit for government in activating and enhancing Sydney Olympic Park following the very same principals that have made Darling Harbour the success it is today.
- Promoters and event organisers would benefit from having a lessee with the ability to offer multiple business uses at a time when demand for exhibition space and first class entertainment venues is at an all time high.
- Finally, the general public would benefit from the fact that two distinctly different locations will offer the very best in entertainment facilities of a standard previously only evident in Darling Harbour.

- As outlined in Section 6.2 of this paper, the financial analysis⁷ applied has been calculated on a range of assumptions. These assumptions are based on the very minimal information supplied by those managing the Superdome sale arrangements coupled with industry knowledge and market information known to SHFA through its association with the Entertainment Centre and other key facilities at Darling Harbour.
- Taking into account the assumptions used, key statistics to be considered include:
 - Likely NPV Range of \$1.6m - \$7m
 - Likely IRR Range of 3% - 7%
 - Likely ROI calculated as a percentage of the bid sum + outstanding SOPA levies Range of 7% - 30%
 - Likely EBITDA Range of \$1.5m - \$2m
 - Likely Operating Result Loss Range regularly of (\$1m-\$1.5m) until proposed debt of \$23.8m paid off after 25yrs.
 - Likely Payback Period is 22years with returns rising sharply from year 25 when debt is fully repaid.
- Government invested heavily into construction of the Superdome to meet Olympic obligations by contributing \$146m of the \$207m construction cost. If this proposed bid of \$22million + \$1.8million in outstanding SOPA levies is considered as a percentage of this construction cost, to now have the opportunity to acquire control of the asset for the next 27years by outlaying only 11.5% of its construction cost would reap government with a leasehold outcome at almost one third of the cost outlayed by the private sector initially for a very similar lease duration.

1.3 Recommendations:

- That based on the analysis contained in this submission showing this project as having the capacity to pay its own way or provide an incremental return to SHFA; a bid of \$22million + \$1.8million (SOPA Levy Arrears) be lodged for the acquisition of the assets and contracted obligations (excluding senior management and fulltime staff) of AbiEntertainment, being for the leasehold rights of the Sydney Superdome. (Subject to Ministerial approval and acceptance by the Treasurer of the economic rationale proposed.)
- That SOPA be informed of SHFA's willingness (at SOPA's sole discretion) to sell the asset to SOPA in future for its then market value as determined by independent valuation at that time.

2.0 PROJECT:

2.1 Project Details

- a) Acquisition of the Leasehold interests of AbiEntertainment, which is the business operating the Superdome - 100% owned by Abigroup Limited and with a remaining lease term of approximately 26.5 years. (expiring 31 January 2031)
- b) To be controlled by SHFA utilising a SHFA controlled business model governing all decisions related to pricing, contract negotiations with promoters, finances, marketing and promotions.
- c) Subject to the concurrence of the ACCC, firms such as Arena Management (Arena are the existing management group who lease the Sydney Entertainment Centre (SEC) from SHFA,) would as the current lessee of the SEC be contracted to supply operational staff to assist in matters such as stage setups and logistics whilst the likes of DHCE who manage the Sydney Convention and Exhibition Centre may also be called upon to assist with catering, food and beverage operations given their expertise in that area. Whilst alternate sources will be contracted where service standards are certified as acceptable to SHFA, the fact that Arena and DHCE are the current operators of these respective facilities is because they were previously successful in open market competition at winning the lease and management rights respectively meaning they are proven in the areas of price, quality and performance of these specialist functions.
- d) Costs incurred in developing this proposal to date relate only to legal assistance with regards acquisition advice and also in the provision of advice and contact assistance with the ACCC. (Estimated at \$15-20k)

3.0 PROPERTY

Known as/Situated	The Superdome at Sydney Olympic Park
Area	Building footprint of 20,000 sq mtrs and total floorspace of 60,000 sq mtrs
Improvements	<p>Six storey main arena can go from an intimate theatre environment for 3,000 to a state of the art arena capable of accommodating up to 21,000 people.</p> <p>Grand Ballroom accommodating 750 in a banquet style function, 1,500 for cocktails or 800 in a theatre style configuration – also linked to main arena if needed.</p> <p>Grand Foyer (main entrance area) accommodating 800 in a banquet style function, 1,500 for cocktails.</p> <p>Cafe and Terrace on 2 levels accommodating 150 in a banquet style function, 250 for cocktails or 150 in a theatre style configuration.</p> <p>Club Rooms accommodating 100 in a classroom style layout, 250 for cocktails or 230 in a theatre style configuration</p> <p>Corporate Suites – 48 Singles each hold 18 guests, 2 double suites each hold 36 guests and 2 triple suites each hold 54 guests.</p> <p>Show View Dining – diners overlook main arena. Sports Hall warm up area or caters for functions. Both accommodate 150 in a banquet style, 300 for cocktails.</p> <p>Other Food & Beverage facilities include:-</p> <p>Club Cafe & Bar overlooking grand foyer suitable for pre event cocktails for up to 200 people.</p> <p>Take Away Food Outlets – seven fast food outlets and eight stand alone bars operate throughout the venue.</p>
Recorded ownership	SOPA
Nature of interest in the property	Leasehold over the Superdome facility
Lease commenced	31 January 2001
Lease expiry	31 January 2031
Lease term	Approximately 26.5 years remaining
Passing gross rent	Awaiting production of the final/executed lease that was not made available in the dataroom during due dilligence. Initial indications are that rental consists of \$500kpa in year one of the lease (ie 2001) & thereafter \$500k + CPI accumulative to SOPA in Estate Levies
Drawing Area	3.8million people live within a 50km radius of the Superdome with growing residential and business numbers in the adjoining suburbs.
Precinct benefits	Train, wharf, busparking for 177 buses and 10,000 carparking spaces available including one carpark adjacent the Superdome accommodating 3,400 carspaces

4.0 MARKET ANALYSIS

4.1 Marketability

- The Superdome is a state of the art facility that has been purpose built for entertainment and related uses.
- Currently the focus of AbiEntertainment has been to try and compete with the Sydney Entertainment Centre for predominantly music based performers only.
- SHFA envisages setting a wider target audience that takes into consideration geographic and demographic attributes whereby an attempt to seek new markets and meet more localised demands is pursued. In addition, SHFA envisages expanding the entertainment options pursued to look at domestic exhibition and promotional events and celebrations as a means of diversifying the client and customer mix for the precinct.
- The Superdome has the capacity to hold up to 21,000 guests and this attribute has not been maximised to date in attracting events where economies of scale in ticketing can yield improved returns from non venue hire areas such as Food & Beverage that make up the bulk of earnings in Convention & Exhibition markets. By having a specialist venue and place manager like SHFA running the facility coupled with the contracted expertise SHFA has in the spectrum of entertainment and promotions will ensure that the current perceived invisibility of the Superdome becomes a thing of the past.
- SHFA will put the Superdome on the map through diverse promotional opportunities, not the least of which is the entertainment based websites managed internally by SHFA for Sydney Events and other major promotions that can be used to bring attention to key consumer groups about what the Superdome has to offer.

	Other issues impacting marketability
Alternative uses	<p>SHFA will be able to investigate a range of alternative uses in conjunction with SOPA to offer options that compliment the SOPA precinct and assist in driving visitation at peak periods to support the remaining businesses within the precinct.</p> <p>SHFA would also be looking to maximise exposure for the Superdome during major events at Telstra Stadium where historically access to Food & Beverage products for patrons has been challenging to the point where many have given up seeking such services before and after major events.</p> <p>SHFA would seek to reverse this trend by prompting the Superdome as the place to party before and after events at the key adjoining sites.</p>
Is existing use highest and best use - otherwise what is	Investigations into ensuring best use is being obtained from all existing spaces will be an urgent priority if this bid is successful given the knowledge obtained in reviewing information at the data centre that areas have sat idle throughout the lease period to date.

Any measures which would improve the property's market position and advantage	SHFA would seek advice from SOPA on any commercial opportunities to leverage improved returns from the operation of the Superdome. Down the track, adjoining accommodation facilities would be an obvious necessity, however this may already be under consideration given the level of masterplanning that SOPA have been undertaking in recent times.
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4.2 Condition of the market

- The Entertainment Venue business has been undergoing a period of downturn in recent years due to a range of factors including the movements in the Australian dollar, the effects of terrorism on the number of international acts touring abroad to places like Australia and related outbreaks like SARS.
- Government's role in these situations is to understand that its asset investments cover the long term and whilst acquiring in the low cycle at a fraction of the assets construction price is the ideal time to buy, it brings with it the realisation that changes will not occur overnight. Fortunately however given the long running involvement of SHFA in the entertainment business, government's investment will be in the best hands possible.

4.3 Market Dynamics

- Acquisition being by way of tender bids means that it is difficult to predict what the competition for this leasehold asset will be like. It is understood from industry talk that some significant investors both local and overseas have investigated the Superdome and lodged bids. Hence, for government, this is undoubtedly a one off opportunity to acquire the leasehold prior to its natural return to government hands in 2031, at which time the value of the \$207million investment will be significantly reduced and opportunities to have a direct influence over a key visitation driver forgone for some 26.5 years in the interim.
- The anticipated price range will be dependent upon the strategies being employed by the prospective buyers and what they consider they can achieve in terms of both uplift and possible government concessions. (eg it is likely SHFA will be the only bidder who doesn't try to get out of paying the SOPA levy arrears of approx \$1.8million).
- In addition, as the financier for AbiEntertainment is still owed some \$30-35million and the bank's approval to the sale by Abigroup Limited is required before it can proceed, a fire sale discount is not anticipated given the knowledge of the company and bank involved and the feedback obtained from persons met during the course of investigations by SHFA to date. With this in mind, a price range of \$18-25million (including SOPA levies) is envisaged by SHFA as the range within which a bid would be required to come from in order for a sale to be achieved.

5.0 PROJECT FINANCIAL FEASIBILITY

5.1 Project evaluation

In calculating financial feasibilities, SHFAs weighted average cost of debt and equity capital (WACC) has been used as a discount rate (current rate 7.8%).

See appendix "A" that includes:

- P&L forecast
- NPV Calculations
- IRR Calculations
- ROI Calculations
- Debt Calculations

5.2 Sensitivity analysis

- All assumptions upon which the above financial projections are based are identified and explicitly stated in the above appendices.

6.0 SOCIAL AND ECONOMIC BENEFITS OF THE PROJECT

- 6.1 In considering external benefits and costs for other Government agencies, private sector enterprises and individuals the following is provided as a guide:

i. Sydney Olympic Park Authority

Benefits – SOPA would benefit from having a vastly more experienced operator managing the Superdome. This would lead to improved visitation to the precinct and likely spin off revenues for other businesses in the precinct who pay rent to SOPA based on turnover provisions in their respective leases.

In addition, SOPA would receive the long overdue estate levies that have not been paid by the private operator since commencement and may struggle to be recovered should another private operator take possession of the lease. Estimated to be approx \$1.8million in arrears, this is a significant benefit to SOPA if recovered from SHFA.

Other possibilities for SOPA should SHFA be successful with its bid is the possibility of winning service contracts that may arise from time to time that SOPA as the local agency would be a strong competitor for in any bidding process. Co-operative marketing programs are a further opportunity that would be pursued by the Superdome both with SOPA and SHFA and this will be critical in promoting the venue to increase awareness of the public beyond current low level knowledge of the venue and what it has to offer.

Costs – SOPA may be asked to undertake co-operative marketing programs with the Superdome. It is assumed this already occurs as part of a precinct wide approach to promotions however to avoid any doubts it is stated here for the record as the likely cost that would arise. Given the estate levies payable by the lessee of over \$500k per annum, this does not seem an unreasonable request.

ii. Telstra Stadium, Carparks & the Royal Agricultural Society

Benefits – all of the above parties are expected to benefit from improved operations of the Superdome were SHFA to be the successful bidder. This would increase revenues and improve the "business offer" of the collective group given the interrelationships that exist already between these parties as the key revenue generators at Sydney Olympic Park.

Given the relatively poor performance of the Superdome to date, government intervention to acquire the leasehold to forge an uplift in performance would be a clear indication that the NSW State Government intends to support the Sydney Olympic Park as it grows to become the next key entertainment precinct for Sydney. By offering events that compliment these key businesses such as during national sporting events or the Easter Show, SHFA will ensure that the services offered are of the equivalent standard to that afforded our businesses at Darling Harbour who equally rely on the co-operation of the Entertainment Centre.

Costs – no obvious costs to these parties are envisaged.

iii. State Rail and State Transit

Benefits – through improved performance and a widened approach to target markets for the Superdome, it is expected that both of these parties will benefit from increased numbers of passengers utilising their facilities.

Costs – no obvious costs to these parties are envisaged.

iv. NSW Government and Economy

Benefits – through improved operations and a widened use of the Superdome to not only include entertainment events but also to revisit sporting events like the 2001 Tennis Masters Cup, market the site for conventions and exhibitions and to leverage unused areas for alternate uses including office, bar or retail services, opportunities to win business from interstate or international markets would be of benefit to the NSW Government and Economy given the direct and indirect economic multipliers that such activities generate.

The nature of events at Sydney Olympic Park to date do not appear to have heavily focused on these target markets as you would expect given the Royal Agricultural Society's focus is on their major annual Easter event and the Superdome has struggled to compete for international performances.

SHFA is confident through its expertise in the entertainment, convention and exhibition and general tourism markets that it can have a significant impact if successful in its bid for the Superdome.

Costs – no obvious costs as SHFA (if given the necessary approvals from the Treasurer) proposes to fund the acquisition by taking on debt as part of its normal borrowing capacity.

7.0 RISK ANALYSIS AND RISK MANAGEMENT

7.1 Market Risk:

Risk	Description	Impact on Project (High/Low/Medium)	Mitigation Strategies (Particularly where impact is Medium or High)
Economic Risk: Interest Rates	If interest rates over SHFA's secured debt are not fixed then an increasing rate would impact upon the Return on Investment achievable under this project.	Low	It is proposed to seek T Corp approval to a long term fixed interest rate. In addition, given the low cost to acquire the Superdome as a percentage of the original construction cost of \$207million it is considered that the proposed deal remains the best opportunity for anyone in the market to secure this leasehold provided they have the ability to make it work which SHFA clearly does given its existing involvement across the range of business functions proposed for the Superdome.
The fluctuating Australian Dollar	A declining Aust Dollar impacts on the entertainment business in its ability to attract international artists due to the consequential over-inflation of ticket prices needed to afford the international acts.	Medium	By diversifying the business segments in which the Superdome operates (eg conventions, exhibitions, sporting events, trade shows, product launches, educational/business forums) it is possible to alleviate these negative impacts. For example, in periods of a poorly performing Australian Dollar, the Superdome would become a very attractive venue for an international conference with associated exhibition requirements due to its appeal as a cheap destination.
Supply Risk	Due to the decreasing number of Live Acts because of alternate reliance upon technology to promote the performers instead of them touring (video clips in lieu of world tours) there is a decreasing pool of touring talent in an increasingly competitive venue market.	Medium	By diversifying the business segments as outlined above and by developing programs in conjunction with local promoters the Superdome under SHFA's control could immunise itself against being starved out of acts and hence ensure ongoing viability beyond that demonstrated at the Superdome to date.

Tenant preferences/Locational risk	Potential for tenants/promoters/performers to opt for a more central CBD location in preference to the Superdome	Medium	By clearly and accurately identifying the target markets in which the Superdome should operate and aligning it with the defined audiences, the Superdome will be able to establish its market niche and operate in a complementary environment in relation to other venues. (eg the Crusty Demons are a favourite act at the Superdome given their obvious appeal to the western suburbs target audience)
Regulatory risk	That the ACCC will not permit the purchase of the Superdome by SHFA, in particular if it is proposed to install common management at both venues controlling pricing and bidding negotiations.	High	<p>In having sought advice from SHFA's lawyers who contacted the ACCC in relation to any potential Trade Practices Act concerns that the ACCC might have were SHFA to acquire the Superdome and simply just install Arena Management as common operators of this facility and the Entertainment Centre, the lawyers obtained the following feedback from the ACCC:</p> <p>The ACCC expressed grave concerns at Arena being installed as common operators of both facilities. Having investigated this concept when approached by Arena as prospective bidders for management rights of the Superdome, the ACCC contacted event promoters to seek their views. Based on feedback that the promoters were against a common management because of concerns that pricing in Sydney would increase at the only two indoor venues of the magnitude of these two sites, the ACCC were of the view that it did not favour granting approval for the same operator to directly manage the pricing and promotion of both venues.</p> <p>SHFA's lawyers have confirmed that the structure proposed of a SHFA business unit governing pricing, contract negotiations with promoters, finances and marketing & promotions "MAY" have a greater chance of meeting ACCC approval whilst still enabling some areas of common resource sharing with the likes of Arena and other parties outside of these critical aspects of the business.</p>

Industrial Relations	Ability to continue the operation seamlessly during and post the transition period.	High	<p>Currently the Superdome has contracts in place for senior management and other fulltime personnel, together with two registered Enterprise Bargaining Agreements (EBA's) covering the SSD and EMC businesses. These agreements cover a 3 year period from July 2002 to July 2005. A consultative committee comprising of management and elected casual staff meets regularly to discuss issues that may arise from the EBA's. These EBA's contain lower weekday payrates and penalties for working weekends and public holidays to remain competitive in the business.</p> <p>Under the alternate business model identified above for the purpose of increasing the likelihood of obtaining ACCC agreement to any involvement of Arena at the Superdome and as a prudent financial control to curtail considerable leave liabilities on the books of AbiEntertainment for senior management and fulltime personnel, it is proposed to:</p> <ul style="list-style-type: none"> Retain and continue the casual event related staff under the existing EBA's; and Make the bid for the Superdome conditional on not taking on any of the existing senior management and fulltime personnel; and Reassign existing SHFA personnel and engage new fulltime staff (at reduced numbers) on a contract basis similar to that model in existence at the Australian Technology Park. <p>The intent of not taking on existing senior management and fulltime staff due to the substantial leave liabilities currently in place does not preclude any person from being re-engaged post takeover, however further support for this process includes the weakness of employment contracts in terms of severability were SHFA to take them on and identify poor performers and the identification that the current Superdome management structure is top-heavy by between 30-50%.</p>
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Life cycle of buildings	Program maintenance is insufficient to sustain the building for the remainder of the lease term of approx 26.5 years.	Low	<p>As the current Facilities Manager of the Entertainment Centre is an ex-Superdome Manager, it is considered that key operational support will be available in some contracted form to alleviate any risks that SHFA's operational staff would not be able to meet expected business performance during the transition period.</p> <p>Regular and comprehensive preventative maintenance program in accordance with the existing asset management plan for the building which was prepared as part of the life cost plan based on AbiEntertainment's discussions with OCA when the building was erected. This plan identifies that chillers and cooling towers will require replacement after 25 years and that duct work and pipe work which are both large capital cost items would be expected to perform satisfactorily for the estimated 50 year life of the Superdome, provided a good level of preventative maintenance and prompt breakdown maintenance is applied to the plant over its 50 year life cycle.</p> <p>Any operator would be required to make an annual contribution to a sinking fund of approximately \$500k from Years 1-25 and \$350k from years 25-40 according to the Page Kirkland 50 year life cost model report.</p>
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7.2 Business Risk:

Risk	Description	Impact on Project (High/Low/Medium)	Mitigation Strategies (Particularly where impact is Medium or High)
Income Risk: Vacancy	The inability to attract users of the Superdome based on past performance and potential lack of faith in the new operator	Medium	By clearly and accurately identifying the target markets in which the Superdome should operate and aligning it with the defined audiences, the Superdome will be able to establish its market niche and operate in a complementary environment in relation to other venues. By establishing solid relationships with industry bodies that currently or potentially patronise the Superdome, expansion of current business and investigation of new opportunities, the likelihood of any period of extended vacancy would be minimal.
Tenancy strength	Inability to attract and/or retain major events.	Medium	By taking a long-term approach to attracting, developing and retaining key events that will become signature events at the Superdome, SHFA will both ensure the strength and viability of the users and the ongoing sustainability of the Superdome.
Tenure	That in taking a long term approach to developing the Superdome, SHFA may in some form be undermined and not given the opportunity of delivering on its objective by having its tenure cut short in some capacity.	Medium	By developing a comprehensive events program that appeals to the clearly defined target markets, the Superdome will ensure its strength by not being perceived as floundering in the market and just taking any business that comes its way at any price. By demonstrating SHFA's ability in managing the asset to its optimal capacity through its existing strengths in venue and place management, SHFA will ensure its continued involvement. The heightened profile that will be gained from turning this currently underperforming asset around will enable SHFA to potentially target other opportunities that will contribute to SHFA's business model of developing external revenues to invest in the core precincts of SHFA.

7.3 Other Risks

Risk	Description	Impact on Project (High//Low/Medium)	Mitigation Strategies (Particularly where impact is Medium or High)
Environmental considerations	Increased traffic congestion, crowd and event noise due to increased occupancy levels and associated activity.	Low	<p>A comprehensive "Statement of Environmental Effects" was included as part of the initial Development Application for the Superdome. Whilst there exists the possibility of increased noise and traffic congestion as the popularity of the Superdome increases, compounded by the increased residential developments proposed for the Sydney Olympic Park precinct, this can be addressed in co-operation with SOPA parking and traffic personnel and related government agencies like the RTA, to ensure minimal disruption to traffic flows stemming from the Superdome operations.</p> <p>Noise and vibration emanating from crowd noise and amplified rock music concert noise can be adequately controlled through the double skin roof design and effective sealing of operable ventilation openings as required resulting in noise generated from the Superdome being below the existing night time background noise in surrounding areas as outlined in the "Statement of Environmental Effects".</p>
Safety	Injury or harm to staff and/or patrons.	Medium	<p>A comprehensive Emergency Response Plan and Security Risk and Terrorist Response Plan combined with OH&S ensures the ongoing safety of patrons and staff at the Superdome.</p>

Community Response	Community reaction or dissatisfaction with the increased utilisation and potential expanded uses of the Superdome.	Low	A communication and consultation process with the local community would be developed as part of the strategy of reinvigorating the Superdome were SHFA the successful bidder.
Lobbying/Complaints by Promoters or other special interest groups	Promoters and rival bidders for the Superdome leasehold may object to SHFA's involvement in taking over control of the leasehold from AbiEntertainment if SHFA's bid is successful.	Medium	<p>Given the independence of various parties involved in managing the sale arrangements such as Rothschilds who have managed the financial bid process, Mallesons who managed the data centre where contract information can be reviewed, Bankwest/Bank of Scotland who are an interested party overseeing bids to ensure they recover their maximum return on the outstanding debt, the ability of any party to question SHFA's bidding credentials and independence in this process is minimal.</p> <p>The most likely risk in this process will be managing the perceptions of Promoters in the industry who may consider SHFA to be trying to take market share of this industry and set collusive pricing. SHFA will need to ensure that it is transparent in the manner in which it deals with the promoters to remove this perception and it will also be vital to ensure that the promotion of the venue as a multi-use arena highlights that SHFA is pitching the business not only as an entertainment centre styled venue, but also as a serious contender for other Events that would include conventions, exhibitions, sporting events, trade shows, product launches, educational/business forums and any other permitted use to maximise the return on SHFA's investment.</p>

2002	2003	Interim 2004 @31 Dec 03	Assessed Underlying Result	SHFA Target Forecast	Comments
Revenues	10,242	8,218	7,736	6,200	Eliminates 2 significant events held - Tennis Masters & RWC
New Event market sought				500	To replace former one off events like Tennis Masters
SHFA Benefits of improved mgmnt + new event/exhibitions				800	Increased confidence in SSD by Promoters + exhibitions
Improved Rental on Suites (Currently sold only one suite)				770	Based on selling 22 single suites Yr1 @ \$35kpa then 1pa thereafter for 26yrs
Rental of Surplus space				100	Based on selling 2 double suites Yr 1 @ \$50kpa (each holds 36 guests)
Total Revenues				150	Based on selling 2 triple suites Yr1 @ \$75kpa (each holds 54 guests)
Expenses	-5,586	-4,640	-4,146	500	Office or Club options + catering benefits?
Gross Profit	4,656	3,578	3,590	9,020	
Overheads	-5,974	-6,715	-3,338	-3,500	Includes SOPA Levies + economies of scale in combined management
EBITDA	-1,318	-3,137	252	5,520	
Loan Interest Year 1 (Based on 25yr loan from SHFA)				-3,900	Reducing staffing by \$1.5m (rely on cross staff/casuals), Admin by \$600k
Depreciation calculated as 2.5% of \$22million				1,620	
Operating Result Projection				-1,850	Reduces over life of loan as principal repaid
				-550	
				-780	

Note: Excludes provision for backdated SOPA levies of approx \$1.8m - proposed to be expensed by SHFA if payable

Net Present Value - straight 27yrs

	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Year 26	Year 27
Cash Inflow		9,020,000	9,235,400	9,455,108		9,679,210	10,407,794	19,058,321
Cash Outflow - Debt		-2,177,969	-2,177,969	-2,177,969		-2,177,969	-2,177,969	0
Cash Outflow - Expenses		-7,400,000	-7,622,000	-7,850,660		-8,086,180	-8,328,765	-15,493,957
Net Cash Flows (nominal \$)	0	(557,969)	(564,569)	(573,521)		(584,939)	(98,940)	3,515,712
WACC		0.078	0.078	0.078		0.078	0.078	0.078
Present Value of Cash Flows	0	(517,597)	(485,825)	(457,818)		(433,147)	(67,964)	505,702
Net Present Value		1,604,203						
								462,708

Interest rate index

ROI of \$23.8million	1.078	1.162084	1.252726552	1.350439223056	1.455773482454	7.048355200121	7.598126906
IRR							
Payback Period							

Note 1: Includes additional 1 single suite sold per year for 26yrs (on top of initial estimate of 22 sales of a maximum 48 suites)

Note 2: Includes allowance for growth in new revenues to replace major events like Tennis Masters Cup at rate of \$500k every 5yrs

Note 3: Excludes Provision for Capital improvements - it is proposed that a similar maintenance levy to that of the SEC would be charged to the operator

Net Present Value - annualised if reverts to SHFA at end of lease and term continues

	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Year 26	Year 27
Cash Inflow		9,020,000	9,235,400	9,455,108	9,679,210	10,407,794	19,058,321	19,474,487
Cash Outflow - Debt		-2,177,969	-2,177,969	-2,177,969	-2,177,969	-2,177,969	0	0
Cash Outflow - Expenses		-7,400,000	-7,622,000	-7,850,660	-8,086,180	-8,328,765	-15,493,957	-15,958,775
Net Cash Flows (nominal \$)	0	(557,969)	(564,569)	(573,521)	(584,939)	(98,940)	3,564,364	45,073,231
WACC		0.078	0.078	0.078	0.078	0.078	0.078	0.078
Present Value of Cash Flows	0	(517,597)	(485,825)	(457,818)	(433,147)	(67,964)	505,702	5,932,150
Net Present Value		7,073,646						

Interest rate index

1.078 1.162084 1.252726552 1.350439223056 1.455773482454 7.048355200121 7.598126906

ROI of \$23.8million

30%

IRR

7%

Payback Period

22 yrs

Note 1: Includes additional 1 single suite sold per year for 26yrs (on top of initial estimate of 22 sales of a maximum 48 suites)

Note 2: Includes allowance for growth in new revenues to replace major events like Tennis Masters Cup at rate of \$500k every 5yrs

Note 3: Excludes Provision for Capital improvements - it is proposed that a similar maintenance levy to that of the SEC would be charged to the operator

Note 4: If property reverts to SHFA immediately and SOPA levies reduced or removed from the business then NPV for SHFA would be further enhanced

Note 5: This calculation sheet is calculated as an ongoing annuity post Year 27 on the assumption the lease is renewed or reverts to SHFA

SHFA

NAME:

COMMENCED:

Apr-2002

\$23,800,000.00 LOAN AMT

25 TERM(YRS)

TO BE

7.80% INT. RATE

FINALISED

\$1,088,984.56 INST'MNT

HALF YEAR'S INTEREST	REDEMPTION	INSTALMENT	REDUCED BALANCE
50			\$23,800,000.00
49	\$928,200.00	\$160,784.56	\$1,088,984.56
48	\$921,929.40	\$167,055.16	\$1,088,984.56
47	\$915,414.25	\$173,570.31	\$1,088,984.56
46	\$908,645.01	\$180,339.55	\$1,088,984.56
45	\$901,611.77	\$187,372.79	\$1,088,984.56
44	\$894,304.23	\$194,680.33	\$1,088,984.56
43	\$886,711.69	\$202,272.87	\$1,088,984.56
42	\$878,823.05	\$210,161.51	\$1,088,984.56
41	\$870,626.75	\$218,357.81	\$1,088,984.56
40	\$862,110.80	\$226,873.76	\$1,088,984.56
39	\$853,262.72	\$235,721.84	\$1,088,984.56
38	\$844,069.57	\$244,914.99	\$1,088,984.56
37	\$834,517.89	\$254,466.67	\$1,088,984.56
36	\$824,593.69	\$264,390.87	\$1,088,984.56
35	\$814,282.44	\$274,702.12	\$1,088,984.56
34	\$803,569.06	\$285,415.50	\$1,088,984.56
33	\$792,437.86	\$296,546.70	\$1,088,984.56
32	\$780,872.53	\$308,112.03	\$1,088,984.56
31	\$768,856.16	\$320,128.40	\$1,088,984.56
30	\$756,371.16	\$332,613.40	\$1,088,984.56
29	\$743,399.23	\$345,585.33	\$1,088,984.56
28	\$729,921.41	\$359,063.15	\$1,088,984.56
27	\$715,917.94	\$373,066.62	\$1,088,984.56
26	\$701,368.35	\$387,616.21	\$1,088,984.56
25	\$686,251.31	\$402,733.25	\$1,088,984.56
24	\$670,544.72	\$418,439.84	\$1,088,984.56
23	\$654,225.56	\$434,759.00	\$1,088,984.56
22	\$637,269.96	\$451,714.60	\$1,088,984.56
21	\$619,653.09	\$469,331.47	\$1,088,984.56
20	\$601,349.17	\$487,635.39	\$1,088,984.56
19	\$582,331.39	\$506,653.17	\$1,088,984.56
18	\$562,571.91	\$526,412.65	\$1,088,984.56
17	\$542,041.82	\$546,942.74	\$1,088,984.56
16	\$520,711.05	\$568,273.51	\$1,088,984.56
15	\$498,548.38	\$590,436.18	\$1,088,984.56
14	\$475,521.37	\$613,463.19	\$1,088,984.56
13	\$451,596.31	\$637,388.25	\$1,088,984.56
12	\$426,738.17	\$662,246.39	\$1,088,984.56
11	\$400,910.56	\$688,074.00	\$1,088,984.56
10	\$374,075.67	\$714,908.89	\$1,088,984.56
9	\$346,194.23	\$742,790.33	\$1,088,984.56
8	\$317,225.40	\$771,759.16	\$1,088,984.56
7	\$287,126.80	\$801,857.76	\$1,088,984.56
6	\$255,854.34	\$833,130.22	\$1,088,984.56
5	\$223,362.26	\$865,622.30	\$1,088,984.56
4	\$189,602.99	\$899,381.57	\$1,088,984.56
3	\$154,527.11	\$934,457.45	\$1,088,984.56
2	\$118,083.27	\$970,901.29	\$1,088,984.56
1	\$80,218.12	\$1,008,766.44	\$1,088,984.56
0	\$40,876.23	\$1,048,108.33	\$1,088,984.56

\$30,649,228.18 \$23,799,999.82 \$54,449,228.00

Name	Address 1	Address 2	City	Stat	Code
Lansdowne Publishing P/L	Suite 123A, Level 1	18 Argyle Street	THE ROCKS	NSW	2000
Bell Shakespeare Company	Suite 125, 127, 129	18 Argyle Street	THE ROCKS	NSW	2000
Loke Pty Ltd - Lowenbrau	Lowenbrau Keller	18 Argyle Street	THE ROCKS	NSW	2000
Loke Pty Ltd	Lowenbrau	18 Argyle Street	THE ROCKS	NSW	2000
Simple Treasures Australia P/L	The Argyle Dept Store Pty Ltd	12-20 Argyle Street	THE ROCKS	NSW	2000
Alfaco P/L - T/A Reds Restaurant	Argyle Function Centre	12-20 Argyle Street	THE ROCKS	NSW	2000
Smcoth Sydney Australia		12-20 Argyle Street	THE ROCKS	NSW	2000
Mealand Holdings		12-20 Argyle Street	THE ROCKS	NSW	2000
James Heather Yun		12-20 Argyle Street	THE ROCKS	NSW	2000
James Heather Yun		12-20 Argyle Street	THE ROCKS	NSW	2000
James Heather Yun		12-20 Argyle Street	THE ROCKS	NSW	2000
Trung Minh Ho		12-20 Argyle Street	THE ROCKS	NSW	2000
Buono Pty Ltd- Shop 1	Shop 1	12-20 Argyle Street	THE ROCKS	NSW	2000
Buono Pty Ltd- Shop 2		12-20 Argyle Street	THE ROCKS	NSW	2000
Mealand Holdings		12-20 Argyle Street	THE ROCKS	NSW	2000
Innovarchi Pty Ltd		12-20 Argyle Street	THE ROCKS	NSW	2000
Blakeney, Susan Helen	39A Argyle Street		THE ROCKS	NSW	2000
La Renaissance Patisserie	Courtyard	47 Argyle Street	THE ROCKS	NSW	2000
La Renaissance Patisserie		47 Argyle Street	THE ROCKS	NSW	2000
Bozorg, Mitra		45 Argyle Street	THE ROCKS	NSW	2000
True Horizons Pty Ltd	17a Jones Bay Road		PYRMONT	NSW	2009
Margaret Warhol		2 Atherden Street	THE ROCKS	NSW	2000
Stone, June E		3 Atherden Street	THE ROCKS	NSW	2000
Kina Lloyd		4 Atherden Street	THE ROCKS	NSW	2000
M.Woyciechowski, M.Lamparski		5 Atherden Street	THE ROCKS	NSW	2000
Kelly, Trevor		7 Atherden Street	THE ROCKS	NSW	2000
NSW Maritime Authority	Blackwattle Bay Mgt Fee		PYRMONT	NSW	2009
Pioneer Construction Mats P/L	Wharf - Site B3	Pyrmont Bridge Road	PYRMONT	NSW	2009
Bass and Flinders Cruises	Wharf - Site B2	Pyrmont Bridge Road	PYRMONT	NSW	2009
Sydney Fish Market Pty Limited	Wharves - Sydney Fish Market	Bank Street	PYRMONT	NSW	2009
Blackwattle Bay Marine Ops P/L	ACL Wharf	37 Bank Street	PYRMONT	NSW	2009
Pioneer Construction Mats P/L	Wharf	Pyrmont Bridge Road	PYRMONT	NSW	2009
Michael Gray		13 Carahers Lane	THE ROCKS	NSW	2000
Misel Jevtic		15 Carahers Lane	THE ROCKS	NSW	2000
A D Kale Pty Limited	Carousel Adjacent to Childrens	Playground	Darling Harbour	NSW	2000
Vulcan International Pty Ltd	Exhibition Room	27-29 Harbour Street	Haymarket	NSW	1240
Rendela	Chinese Gardens	27-29 Harbour Street	Darling Harbour	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
The Trust Company of Australia	IMAX Theatre	31 Wheat Road	Darling Harbour NSW		2000
The Meat & Wine Co. Pty Ltd	Outdoor Dinning Area	IMAX Restaurant Sub-Tenant	Darling Harbour NSW		2000
Matilda Cruises Pty Limited	Ticket Booth	adjacent to Wharf 6	CIRCULAR QUAY NSW		2000
Blue Line Cruises	Ticket Booth	adjacent to Wharf 6	CIRCULAR QUAY NSW		2000
Oz Jet Boating Pty Limited	Ticket Booth 1	East Circular Quay Promenade	SYDNEY NSW		2000
Blue Line Cruises	Ticket Booth 2	East Circular Quay Promenade	SYDNEY NSW		2000
Vagabond Cruises	Ticket Booth 3	East Circular Quay Promenade	SYDNEY NSW		2000
Yellow Water Taxis	Ticket Booth 4	East Circular Quay Promenade	SYDNEY NSW		2000
A & M Enterprises Pty Ltd	Outdoor Seating Area Shop 14	Circular Quay East	SYDNEY NSW		2000
Minus 5 Pty Ltd	Outdoor Seating Area Shop 18	Circular Quay East	SYDNEY NSW		2000
Quay One Investments	Shop 1, East Circular Quay	Circular Quay East	SYDNEY NSW		2000
A & M Enterprises P/L	Outdoor Seating Area Shop 15	Circular Quay East	SYDNEY NSW		2000
Quay One Investments	Part of Public Promenade	Circular Quay East	SYDNEY NSW		2000
The East Chinese Restaurant	Outdoor Seating Area Shop 8	Circular Quay East	SYDNEY NSW		2000
ADGP Nominees Pty Limited	Shop 3	Circular Quay East	SYDNEY NSW		2000
Circular Quay Restaurants P/L	The Kiosk	Circular Quay East	SYDNEY NSW		2000
ADGP Nominees Pty Ltd	Shop 3	Circular Quay East	SYDNEY NSW		2000
Doltang P/L & Covejoy P/L	Shop 1, Ground Floor	61 - 69 Macquarie Street	SYDNEY NSW		2000
Glasshouse Investments Pty Ltd	Land Adjacent	1-11 Circular Quay West	THE ROCKS NSW		2000
Memule Pty Ltd	Land Adjacent	13-15 Circular Quay West	THE ROCKS NSW		2000
Restaurants of The Rocks P/L	Outdoor Seating Aea	17 -21 Circular Quay West	THE ROCKS NSW		2000
Restaurants of The Rocks	Outdoor Seating Area	23-27 Circular Quay West	THE ROCKS NSW		2000
Glasshouse Investments Pty Ltd	Restaurant	7-11 Circular Quay West	THE ROCKS NSW		2000
Memule Pty Limited	Restaurant	13-15 Circular Quay West	THE ROCKS NSW		2000
Restaurants of The Rocks P/L	Restaurant	17-21 Circular Quay West	THE ROCKS NSW		2000
Restaurants of The Rocks	Restaurant	23-27 Circular Quay West	THE ROCKS NSW		2000
Oinoi & Kampi Pty Ltd	Shop W2.1, Wharf 2,	Alfred Street, Cicular Quay	Sydney NSW		2000
Mars & Venus Whsale Group P/L	Shop W2.2, Wharf 2,	Alfred Street, Cicular Quay	Sydney NSW		2000
Samad and Jeanette Iravani	Shop 3.1, Wharf 3,	Circular Quay	Sydney NSW		2000
Circular Quay Restaurants P/L	Shop W4.1, Wharf 4	Circular Quay	Sydney NSW		2000
The Driver Group	Shop W4.2, Wharf 4	Circular Quay	Sydney NSW		2000
Circular Quay Restaurants P/L	Shop W5.1 Wharf 5	Circular Quay	Sydney NSW		2000
C & F Gorginian	Shop W5.2, Wharf 5,	Alfred Street, Circular Quay	Sydney NSW		2000
NSW Maritime Authority	Circular Quay Wharves Mgt Fee		Sydney NSW		2000
Oinoi & Kampi P/L	Shop W6.1, Wharf 6,	Circular Quay	SYDNEY NSW		2000
Captain Cook Cruises (NSW) P/L	Shop W6.2, Wharf 6,	Circular Quay	SYDNEY NSW		2000
Captain Cook Cruises Pty Ltd	Ticket Booth W6.3, Wharf 6	Circular Quay	SYDNEY NSW		2000
Captain Cook Cruises Pty Ltd	Office W6.4, Wharf 6	Circular Quay	SYDNEY NSW		2000

Name	Address 1	Address 2	City	Stat	Code
Ipandco Developments Pty Ltd	Idpanco Development Pty Ltd	Construction Shed, ATP Site	Eveleigh	NS	1430
Conservatorium of Music	Conservatorium of Music	Macquarie Street	SYDNEY	NSW	2000
Quadrafox Pty Limited	Australian Hotel	100-104 Cumberland Street	THE ROCKS	NSW	2000
Quadrafox Pty Ltd	The Australian Wine Emporium	100 Cumberland Street	THE ROCKS	NSW	2000
George Kountouris		130 Cumberland Street	THE ROCKS	NSW	2000
Sabrina Lipovic		132 Cumberland Street	THE ROCKS	NSW	2000
Keith Salvat		134 Cumberland Street	THE ROCKS	NSW	2000
Wendy Mead	136-138 Cumberland Street		THE ROCKS	NSW	2000
Find A Verdict & Bridget Brook		140-142 Cumberland Street	THE ROCKS	NSW	2000
Shangri La Hotels and Resorts	Shangri La Hotel	176 Cumberland Street	THE ROCKS	NSW	2000
Renee Du Marchand		182.5 Cumberland Street	THE ROCKS	NSW	2000
Aurora Expeditions Pty Ltd	Ground Floor office & Level 1	182 -182a Cumberland Street	THE ROCKS	NSW	2000
Edward Ojeda and Bradley Spenc		184 Cumberland Street	THE ROCKS	NSW	2000
Lopez, Carlos		184.5 Cumberland Street	THE ROCKS	NSW	2000
Kookabar & Grill Pty Ltd		186 Cumberland Street	THE ROCKS	NSW	2000
ACL Pty Limited	Car Parking Licence	188 Cumberland Street	THE ROCKS	NSW	2000
Lawson Menzies Pty Ltd	Lawson House	212-218 Cumberland Street	THE ROCKS	NSW	2000
NSW Land & Housing Corporation		2-60 Cumberland Street	THE ROCKS	NSW	2000
Cumberland St Developments P/L		88 Cumberland Street	THE ROCKS	NSW	2000
Guy Reynolds Consultants P/L	Glenmore Hotel	96 Cumberland Street	THE ROCKS	NSW	2000
Lend Lease/Nomura/Toyo RE	201 Sussex Street & Eastern	Promenarde, Cockle Bay	Darling Harbour	NSW	2000
Baulderstone Hornibrook P/L	25 Harbour Street	Darling Walk	DARLING HARBOUR	NSW	2000
Platland Pty Ltd	Shop 1	Darling Walk	DARLING HARBOUR	NSW	2000
Jian Chen	Shop 3	Darling Walk	DARLING HARBOUR	NSW	2000
Smart Products International	Shop 7	Darling Walk	DARLING HARBOUR	NSW	2000
Jireh International Pty Ltd	Shops 8 & 10	Darling Walk	DARLING HARBOUR	NSW	2000
McDonald's Properties (Aust)	Shop 9	Darling Walk	DARLING HARBOUR	NSW	2000
Ziad Chalhoub & Rabih Boulos	Shop 11	Darling Walk	DARLING HARBOUR	NSW	2000
Kol's Holdings Pty Limited	Shop 12	Darling Walk	DARLING HARBOUR	NSW	2000
Olympic Embroidery Sportswear	Shop 13, 14 & 15	Darling Walk	DARLING HARBOUR	NSW	2000
Aust's NT & Outback Centre P/L	Shop 28	Darling Walk	DARLING HARBOUR	NSW	2000
Skyroc Pty Ltd	Shop K41	Darling Walk	DARLING HARBOUR	NSW	2000
ANZ Banking Group Limited	ATM Kiosk51	Darling Walk	DARLING HARBOUR	NSW	2000
Two In One Design		Darling Walk	DARLING HARBOUR	NSW	2000
Monkey Business Climbing P/L	Outdoor 3	Darling Walk	DARLING HARBOUR	NSW	2000
MrKye Tai Joe		Darling Walk	DARLING HARBOUR	NSW	2000
Ausco Electroncis Pty Ltd	Shop 36	Darling Walk	DARLING HARBOUR	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
Terry McCart Enterprises P/L	Darling Walk Lake		DARLING HARBOUR NSW		2000
Pacific Fly Motion Pty Ltd	Part Darling Walk Platform	Darling Walk	DARLING HARBOUR NSW		2000
CUI Natural Health P/L	Shop 40	Darling Walk	DARLING HARBOUR NSW		2000
Faceclip Pty Ltd	Shop 29	Darling Walk	DARLING HARBOUR NSW		2000
Multiplex Constructions	Dixon Street		HAYMARKET NSW		2000
NSW Police Service	Wharf 25	Harris Street	PYRMONT NSW		2009
Wilson's	Entertainment Carpark	40 Darling Drive	Darling Harbour NSW		2000
Sydney Fish Market Pty Limited	Bank Street	cnr Pyrmont Bridge Road	PYRMONT NSW		2009
Billich Galleries Pty Limited		100 George Street	THE ROCKS NSW		2000
Weegeena Pty Limited		101 George Street	THE ROCKS NSW		2000
Bottom of the Harbour P/L	Shop 1	102-104 George Street	THE ROCKS NSW		2000
Nat Parks & Wildlife Service	Shop 2	102-104 George Street	THE ROCKS NSW		2000
Kazal Bros Pty Ltd	Level 1	103 George Street	THE ROCKS NSW		2000
Viewbray Pty Ltd	Suite 2	2 Nurses Walk	THE ROCKS NSW		2000
Viewbray Pty Limited		103 George Street	THE ROCKS NSW		2000
Bird Crisp & Co. P/L	Shop 21	Nurses Walk	THE ROCKS NSW		2000
Beach Culture Australia P/L		105 George Street	THE ROCKS NSW		2000
Silom Road Pty Ltd	Part Ground and Lower Ground	106 George Street	THE ROCKS NSW		2000
Star Restaurant Group Pty Ltd	Rockpool	107-109 George Street	THE ROCKS NSW		2000
Redore Pty Ltd	First Floor	111 George Street	THE ROCKS NSW		2000
Kinchin, E & G		111-113 George Street	THE ROCKS NSW		2000
Royal Copenhagen The Rocks P/L	Shop 2	115 George Street	THE ROCKS NSW		2000
Evatt, Clive Andreas	Level 1	117-119 George Street	THE ROCKS NSW		2000
Julian Ashton Art School	Level 2	117-119 George Street	THE ROCKS NSW		2000
Flame Opals (Aust) Pty Limited	Ground	117-119 George Street	THE ROCKS NSW		2000
Kriketos, Bill		121 George Street	THE ROCKS NSW		2000
Ken Done & Associates Pty Ltd		123 George Street	THE ROCKS NSW		2000
Ken Done & Associates Pty Ltd		125 George Street	THE ROCKS NSW		2000
Christie's Pty Ltd		127-129 George Street	THE ROCKS NSW		2000
Oxs Pty Limited		135 George Street	THE ROCKS NSW		2000
NSW Police Service	Police Station Building	132-134 George Street	THE ROCKS NSW		2000
Russell Hotel Pty Ltd	Russell Hotel	137-143 George Street	THE ROCKS NSW		2000
Yoshimi Lawler		137-143 George Street	THE ROCKS NSW		2000
Luminews Pty Ltd	Sheepskin Shop	137-143 George Street	THE ROCKS NSW		2000
Opal Copying Pty Ltd	Rockhounds	137-143 George Street	THE ROCKS NSW		2000
Vodafone Network P/L	Rooftop- MCA Buidling	140 George Street	THE ROCKS NSW		2000
Museum of Contemporary Art	Circular Quay West		Sydney NSW		2000
Campo's Sport & Leisure Wear	Outside Shop 2.02	140 George Street	THE ROCKS NSW		2000

Name	Address 1	Address 2	City	State	Code
Souvenir World (Airport) Pty L	Shop 2.01	140 George Street	THE ROCKS	NSW	2000
Campo's Sport & Leisure Wear	Shop 2.02	140 George Street	THE ROCKS	NSW	2000
Gucci Australia Pty Limited	Shops 2.04 & 2.05	140 George Street	THE ROCKS	NSW	2000
Kazal Bros Pty Limited	Substation	140 George Street	THE ROCKS	NSW	2000
Spinout Pty Ltd	Shop 2.06, 140 George Street		SYDNEY	NSW	2000
Trust Company of Australia P/L		155 George Street	THE ROCKS	NSW	2000
SR Hotel Operations P/L		199 George Street	THE ROCKS	NSW	2000
Mercantile Hotel (The Rocks)	Mercantile Hotel	25-27 George Street	THE ROCKS	NSW	2000
Property at The Rocks		29 George Street	THE ROCKS	NSW	2000
Lavate Pty Limited	Ground Floor	33 George Street	THE ROCKS	NSW	2000
Lavate Pty Ltd	First Floor	33 George Street	THE ROCKS	NSW	2000
Dilanchian, David & Hilda		35 George Street	THE ROCKS	NSW	2000
The Ministry for the Arts	Earth Exchange	36-64 George Street	THE ROCKS	NSW	2000
Todd, Margaret Anne	1st Floor	37 George Street	THE ROCKS	NSW	2000
Rappaport, Celina Lucy		37 George Street	THE ROCKS	NSW	2000
JFS Personal Investment Soluti		39 George Street	THE ROCKS	NSW	2000
Beckman, Helen		41 George Street	THE ROCKS	NSW	2000
Westpac Banking Corporation	Westpac Bank	47 George St & 6-8 Atherden	St THE ROCKS	NSW	2000
New Landmark Hotels Pty Ltd	Old Sydney Parkroyal	55 George Street	THE ROCKS	NSW	2000
Bencell Pty Ltd	Observer Hotel	69 George Street	THE ROCKS	NSW	2000
Saatchi & Saatchi Australia P/	Levels 1,2 3 and 14 Car Space	70-80 George Street	THE ROCKS	NSW	2000
A W Plumbing Services	Storage Bay A	70 George Street	THE ROCKS	NSW	2000
UFO Pty Ltd	Level 1	71 George Street	THE ROCKS	NSW	2000
Trevor Coates	Level 2	71 George Street	THE ROCKS	NSW	2000
R M Williams Pty Limited	Ground Floor	71 George Street	THE ROCKS	NSW	2000
Ken Duncan Australia Wide P/L		73 George Street	THE ROCKS	NSW	2000
Interforex Pty Ltd		75 George Street	THE ROCKS	NSW	2000
Percy Marks Fine Gems Pty Ltd		75 George Street	THE ROCKS	NSW	2000
Republic Relations Pty Ltd	Level 1	81-85 George Street	THE ROCKS	NSW	2000
CQ Hotels Pty Limited	Level 1	77-85 George Street	THE ROCKS	NSW	2000
You, Hyun and Ja Yun, Hae	Ground & Basement	81 George Street	THE ROCKS	NSW	2000
Ayoub, Nassim	Ground	83 George Street	THE ROCKS	NSW	2000
Youngstream Pty Limited	Ground	85 George Street	THE ROCKS	NSW	2000
Ratharn Pty Ltd	Ratharn Pty Ltd	77-85 George Street	THE ROCKS	NSW	2000
Puppet Shop at the Rocks P/L	Puppet Shop at the Rocks P/L	77-85 George Street	THE ROCKS	NSW	2000
Alexandrea Pty Ltd	Alexandrea Pty Ltd	77-85 George Street	THE ROCKS	NSW	2000
A & Z Katz Pty Limited	First Floor	80 George Street	THE ROCKS	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
Briben Group Pty Ltd	First Floor and Basement	80 George Street	THE ROCKS	NSW	2000
Rokit	Shop 1	80 George Street	THE ROCKS	NSW	2000
Society of Arts & Crafts NSW	Shop 2	80 George Street	THE ROCKS	NSW	2000
Nardin Grace	Shop 3	80-84 George Street	THE ROCKS	NSW	2000
The Lambswool Trader Pty Limit	Shop 4	80-84 George Street	THE ROCKS	NSW	2000
Argyle Soap & Candles Pty Ltd	Shop 5	80 George Street	THE ROCKS	NSW	2000
Reachbold Pty Ltd	Orient Hotel	87-89 George Street	THE ROCKS	NSW	2000
Dafan Holdings Pty Limited	Car Space 8	86-88 George Street	THE ROCKS	NSW	2000
Sydney Cove Law Group	Car Space 10	86-88 George Street	THE ROCKS	NSW	2000
Sydney Cove Law Group Pty Ltd	Car Space 14, Basement	86-88 George Street	THE ROCKS	NSW	2000
Sydney Cove Law Group	Suite 1, Level 4	86-88 George Street	THE ROCKS	NSW	2000
Sirius Law Pty Ltd	Suite 2, Level 4	86-88 George Street	THE ROCKS	NSW	2000
Wildfire Restaurant Sydney P/L	Suite 3, Level 4	86-88 George Street	THE ROCKS	NSW	2000
Wildfire Management Pty Ltd	Suite 1, Level 1	86-88 George Street	THE ROCKS	NSW	2000
Bell Shakespeare Co Limited	Suite 2, Level 1	86-88 George Street	THE ROCKS	NSW	2000
Andrew Priestley & Associates	Suite 203, Level 2	86-88 George Street	THE ROCKS	NSW	2000
Goldlink Capital Asset Mgmt	Level 3	86-88 George Street	THE ROCKS	NSW	2000
H3GA Properties (No.1) P/L	Rooftop	86-88 George Street	THE ROCKS	NSW	2000
Sirius Law Pty Ltd	Car Space 13	86 - 88 George Street	THE ROCKS	NSW	2000
Goldlink Capital Asset Mgmt	Basement Space 11 & 12	86-88 George Street	THE ROCKS	NSW	2000
Matelda Oaks Pty Ltd	Suite 4	86-88 George Street	THE ROCKS	NSW	2000
The Society of Arts and Crafts	Display Case	86-88 George Street	THE ROCKS	NSW	2000
Dafan Holdings Pty Limited	Level 5	86-88 George Street	THE ROCKS	NSW	2000
Santos Tea & Coffee Shops P/L	Suite 3	86-88 George Street	THE ROCKS	NSW	2000
The Society of Arts and Crafts	Shop 2	86-88 George Street	THE ROCKS	NSW	2000
Evan Davis	Shop 4	86-88 George Street	THE ROCKS	NSW	2000
Sirius Law Pty Ltd	Store Room 1	86-88 George Street	THE ROCKS	NSW	2000
Sydney Cove Law Group	Store Room 2 and 3	86-88 George Street	THE ROCKS	NSW	2000
Sydney Cove Law Group Pty Ltd		86-88 George Street	THE ROCKS	NSW	2000
Steve Costi Seafood Franchise		91 George Street	THE ROCKS	NSW	2000
Salmi E & Y and Terruzzi A & P		93 George Street	THE ROCKS	NSW	2000
Packham, Bruce & Janette	Sydney Cove Newsagency	95 George Street	THE ROCKS	NSW	2000
Marsden, Wendy & Fabian	Sydney Cove Chemist	97 George Street	THE ROCKS	NSW	2000
Karl Kazal	Rocks Cafe	99 George Street	THE ROCKS	NSW	2000
Image Desktop Publishing	Level 1 Suite1	40 Gloucester Street	THE ROCKS	NSW	2000
Woolcott Research Pty Ltd	Level 2	40 Gloucester Street	THE ROCKS	NSW	2000
Woolcott Research Pty Ltd	Level 3	40 Gloucester Street	THE ROCKS	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
Bonacci Group Pty Limited	Level 4, Suite 1	40 Gloucester Street	THE ROCKS	NSW	2000
Art Exhibitions Australia	Level 4, Suite 2	40 Gloucester Street	THE ROCKS	NSW	2000
Parkers Syd Fine Art Supplies	Level 1 Suite 2	40 Gloucester Street	THE ROCKS	NSW	2000
Nakashima Pty Ltd	Suite 3, Level 1	40 Gloucester Street	THE ROCKS	NSW	2000
Nakashima Pty Ltd	Outdoor area, Level 1	40 Gloucester Street	THE ROCKS	NSW	2000
John Duncan & Fraser Short		103 Gloucester Street	THE ROCKS	NSW	2000
Webster, Jillian		105 Gloucester Street	THE ROCKS	NSW	2000
Retail Concepts Pty Ltd		107 Gloucester Street	THE ROCKS	NSW	2000
Belinda Sharp & Bradley McLaug		109 Gloucester Street	THE ROCKS	NSW	2000
Samantha Sheen		111 Gloucester Street	THE ROCKS	NSW	2000
Deborah Margaret McDiarmind		113 Gloucester Street	THE ROCKS	NSW	2000
S J Hofman & A Porter		115 Gloucester Street	THE ROCKS	NSW	2000
David & Gabriel Knowles		117 Gloucester Street	THE ROCKS	NSW	2000
R De Los Santos & L Hansen		117a Gloucester Street	THE ROCKS	NSW	2000
ACL Pty Ltd		157 Gloucester Street	THE ROCKS	NSW	2000
NSW Department of Housing		46-56 Gloucester Street	THE ROCKS	NSW	2000
Global Switch Prop (Aust) P/L	390-420 Harris Street		ULTIMO	NSW	2007
18 Grosvenor Street Pty Ltd		16-18 Grosvenor Street	THE ROCKS	NSW	2000
18 Grosvenor Street Pty Ltd		16-18 Grosvenor Street	THE ROCKS	NSW	2000
Grosvenor Place Pty Ltd	205-235 George Street		The Rocks	NSW	2000
Wilson's	Harbourside Car Park	80 Murray Street	Darling Harbour	NSW	2000
Bevillesta Pty Ltd	Harbourside Shopping Centre	10 Darling Drive	Darling Harbour	NSW	2000
	Hb'side Steps-Interforex Kiosk	10 Darling Drive	Darling Harbour	NSW	2000
Mirvac Parking Pty Ltd	Mirvac Parking	111 Harrington Street	THE ROCKS	NSW	2000
Barclays Global Investors Ltd	Level 1, Canada House	111 Harrington Street	THE ROCKS	NSW	2000
CPA Australia	Level 3, Canada House	111 Harrington Street	THE ROCKS	NSW	2000
Harrington Properties	Level 4, Canada House	111 Harrington Street	THE ROCKS	NSW	2000
H M Queen Elizabeth	Levels 5 & 6, Canada House	111 Harrington Street	THE ROCKS	NSW	2000
Furney Investment Fund Pty Ltd	Level 2 Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
Nelsar Pty Ltd	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
Tom Valentine	Suite 203, Level 2	111 Harrington Street	THE ROCKS	NSW	2000
The Salisbury Group Pty Ltd	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
A & S Proud	Lot 11, Suite 205, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
G.I & R.A Homan	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
R M & L P Trayer	Lot 13, Level 2, Comm Strata	111 Harrington Street	THE ROCKS	NSW	2000
Castle Lane Management Service	Lot 14, Suite 208, Level 2	111 Harrington Street	THE ROCKS	NSW	2000
Kilioufis & Ors	Suite 209, Level 2	111 Harrington Street	THE ROCKS	NSW	2000
May Leslie Pty limited	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
K & A. Manolev	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
Kempson, Dianne Therese	Lot 18, Suite 212, Level 2	111 Harrington Street	THE ROCKS	NSW	2000
Christina Clark	Suite 213, Level 2	111 Harrington Street	THE ROCKS	NSW	2000
Whinners Pty Ltd	Suite 214, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Whinners Pty Ltd	Lot 21, Suite 215, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Whinners Pty Ltd	Suite 216, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
United Electrical Services P/L	Site 217, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Asset Technologies Pacific P/L	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
S F & P M Fox & M B Coleman	Suite 219 Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Harrington Properties	Lot 26, Suite 220, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Harrington Properties	Lot 27, Suite 221, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Tiebate Pty Ltd	Level 2, Commercial Strata	111 Harrington Street	THE ROCKS	NSW	2000
Whinners Pty Ltd	Lot 29, Suite 223, Level 2,	111 Harrington Street	THE ROCKS	NSW	2000
Frolish Pty Limited		121-127 Harrington Street	THE ROCKS	NSW	2000
Soulios & Others	Outdoor Seating Area	121-127 Harrington Street	THE ROCKS	NSW	2000
Angophera Holdings Pty Ltd	Outdoor area	28 Harrington Street	THE ROCKS	NSW	2000
Angophera Holdings Pty Ltd		28 Harrington Street	THE ROCKS	NSW	2000
Surreal Estate P/L		30 Harrington Street	THE ROCKS	NSW	2000
Ms Lei Ping Zhang & Mr Ming Li		32 Harrington Street	THE ROCKS	NSW	2000
Matelda Oaks Pty Ltd		34 - 52 Harrington Street	Sydney	NSW	2000
CBD Investments Pty Ltd		35-75 Harrington Street	THE ROCKS	NSW	2000
H M Queen Elizabeth	levels 2 and 3	66 Harrington Street	THE ROCKS	NSW	2000
DFS Australia	Part Level 4	66 Harrington Street	THE ROCKS	NSW	2000
Buttons, Buttons, Buttons	Shop 25 Nurses Walk	66 Harrington Street	THE ROCKS	NSW	2000
Marie O'Halloran Hair Beauty S	Shop 21	Nurses Walk	THE ROCKS	NSW	2000
Wentworth Pty Ltd		66 Harrington Street	THE ROCKS	NSW	2000
Architectural Antiques Aus P/L		66 Harrington Street	THE ROCKS	NSW	2000
Lillipilli Native Cuisine		66 Harrington Street	THE ROCKS	NSW	2000
N. Holmes & E. Ryan	Storage Cage 2, Level 1	66 Harrington Street	THE ROCKS	NSW	2000
Mario Assini	Storage Cage 5, Level 1	66 Harrington Street	THE ROCKS	NSW	2000
Luminews Pty Ltd	Storage Cage 11, Level 1	66 Harrington Street	THE ROCKS	NSW	2000
Fortune of War Hotel	Storage Cage 15, Level 1	66 Harrington Street	THE ROCKS	NSW	2000
Rockpool Pty Ltd	Storage Cage No 12	66 Harrington Street	THE ROCKS	NSW	2000
Burdett & Ors		77-95 Harrington Street	THE ROCKS	NSW	2000
Gabriella Olsen	Bay 39, A S & N Building	1 Hickson Road	THE ROCKS	NSW	2000
Naturally Australian P/L	Bay 5, Ground Floor	1 Hickson Rd	THE ROCKS	NSW	2000
School of Colour & Design P/L	Level 3,	1 Hickson Road	THE ROCKS	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
Batey Kazoo Communications P/L		1-3 Hickson Road	THE ROCKS	NSW	2000
GMM Projects Pty Ltd	Level 3	1-5 Hickson Road	THE ROCKS	NSW	2000
McLachlan Lister Services P/L	Suite 1, Level 1, ASN Building	1-3 Hickson Road	THE ROCKS	NSW	2000
Q.R.A. Pty Ltd	Bay 2, Ground Floor	1 Hickson Road	THE ROCKS	NSW	2000
Ken Done & Associates Pty Ltd	Level 2	1 Hickson Road	THE ROCKS	NSW	2000
QI Group Pty Ltd		1-3 Hickson Road	THE ROCKS	NSW	2000
Gabriella Olsen	Ground Floor Vault	1 Hickson Road	THE ROCKS	NSW	2000
QI Group Pty Ltd	Foyer ASN Theatrettes	1-3 Hickson Road	THE ROCKS	NSW	2000
Rojac Electrics & Security Pty	Storage Bay 1	20 Hickson Road	THE ROCKS	NSW	2000
P & S Debono	Storage Bay 2	20 Hickson Road	THE ROCKS	NSW	2000
Edsring Pty Limited	Storage Area, Hickson Road	20 Hickson Road	THE ROCKS	NSW	2000
Inter-Chillers Pty Ltd	Storage Bay 5	20 Hickson Road	THE ROCKS	NSW	2000
Trevor Kelly	Storage Bay 6	20 Hickson Road	THE ROCKS	NSW	2000
P & D Mills Pty Ltd	Storage Bays 7 & 8	20 Hickson Road	THE ROCKS	NSW	2000
Memule Pty Ltd		20 Hickson Road	THE ROCKS	NSW	2000
PH Sydney Hotel Limited	Re Park Hyatt	7 Hickson Road	THE ROCKS	NSW	2000
GPT Management Limited	121-185 Sussex Street	(Between King St & Market St)			
Bao Jie Chen & Xue Dong	58 Hay Street		Haymarket	NSW	2000
AAPA T/as Hotel IBIS (DH)	IBIS Hotel	70 Murray Street	Darling Harbour	NSW	2000
NSW Maritime Authority	King Street Wharf		SYDNEY	NSW	2000
Find a Verdict Pty Ltd	1 Longs Lane		THE ROCKS	NSW	2000
	Marina Eastern Promenade	Cockle Bay	Darling Harbour	NSW	2000
	Shop 1, Ground Floor	61-69 Macquarie Street	Sydney	NSW	2000
	Market City	9-13 Hay Street	Haymarket	NSW	2000
	Entertainment Ctr Carpark Roof	Darling Harbour Precinct	Sydney	NSW	2000
	Sydney Convention Centre 1	Darling Harbour Precinct	Sydney	NSW	2000
	CSF Bldg Rangers Station Roof	Darling Harbour Precinct	Sydney	NSW	2000
	Monorail Station Darling Park	Darling Harbour Precinct	Sydney	NSW	2000
Vodafone Network Pty Limited	Palm Pavilion Cafe	Darling Harbour Precinct	Sydney	NSW	2000
Vodafone Network Pty Limited	Tumbalong Park (Tower)	Darling Harbour Precinct	Sydney	NSW	2000
Vodafone Network Pty Limited	Sydney Exhibition Centre 1	Darling Harbour Precinct	Sydney	NSW	2000
Optus Mobile Pty Limited	Sydney Convention Centre 2	Darling Harbour Precinct	Sydney	NSW	2000
Optus Mobile Pty Limited	Sydney Convention Centre 3	Darling Harbour Precinct	Sydney	NSW	2000
Optus Mobile Pty Limited	Sydney Exhibition Centre 2	Darling Harbour Precinct	Sydney	NSW	2000
Optus Mobile Pty Limited	Traffic Island - Harbour St	Darling Harbour Precinct	Sydney	NSW	2000
Telstra Corporation Limited	Stairtower 8, Sydney Conv. Ctr	Darling Harbour Precinct	Sydney	NSW	2000
Telstra Corporation Limited	Sydney Exhibition Centre 3	Darling Harbour Precinct	Sydney	NSW	2000
	Cockle Bay Ring	Darling Harbour Precinct	Sydney	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
	Public Areas within	DH Precinct	Darling Harbour NSW		2000
	Airspace within DH Precinct		Darling Harbour NSW		2000
CGEA Transport Sydney	Darling Drive		Darling Harbour NSW		2000
CGEA Transport Sydney	Hay Street		Haymarket NSW		2000
	Building J13,	University of Sydney	Sydney NSW		2006
	UWS Nepean	PO Box 10,Second Avenue	Kingswood NSW		2776
Commonwealth of Australia	Aust Maritime Museum	2 Murry Street	Pyrmont NSW		2009
Tourism Asset Holdings Limited	Novotel Hotel	100 Murray Street	Darling Harbour NSW		2000
Monadic Signatures Pty Ltd		14-16 Nurses Walk	THE ROCKS NSW		2000
Kavia Holdings Pty Limited	Outdoor Seating	Adj Shop 197, Harbourside	Darling Harbour NSW		2000
Joe Ianni	Various Locations	Adj shop 297, Harbourside	Darling Harbour NSW		2000
Alex Vidal	Various Locations	Adj Shop 145, Harbourside	Darling Harbour NSW		2000
HSP Enterprises PTY LTD	Various Locations	Adj to Shop 177, Harbourside	Darling Harbour NSW		2000
Narita Harbour Pty Ltd	Various Locations	Adj to Shop 293, Harbourside	Darling Harbour NSW		2000
Blue Fish Cafe Pty Ltd	Various Locations	Adj to Shop 287	Darling Harbour NSW		2000
Taing Asian Kitchen Pty Ltd	Various Locations	Adj to Shop 285, Harbourside	Darling Harbour NSW		2000
B & J Powell Pty Ltd	Various Locations	Adj to Shop 225, Harbourside	Darling Harbour NSW		2000
Nick Ates	Various Locations	Adj to Shop 289, Harbourside	Darling Harbour NSW		2000
Big Beat Aust Pty Ltd	Various Locations	Tenancy 101 Cockle Bay Wharf	Darling Harbour NSW		2000
C.L. Business Pty Ltd	Various Locations	Adj to Shop 291, Harbourside	Darling Harbour NSW		2000
University of Technology	Outdoor Seating	Cnr Ultimo Rd & Quay St	Darling Harbour NSW		2000
Trans Media Hospitality P/L	Outdoor Seating Licence	Adjacent Shop 198 Harboursid	e Darling Harbour NSW		2000
Ferrari Industries Pty Limited	Footpath Outside	94-96 Union Street	Pyrmont NSW		2009
Big Beat Australia	Various Locations	Tenancy 101 Cockle Bay Wharf	Darling Harbour NSW		2000
Jazah Pty Ltd	Shop 294	Harbourside Shopping Centre	Darling Harbour NSW		2000
Jamaica Blue Pty Ltd	Shop 100	Harbourside Shopping Centre	Darling Harbour NSW		2000
Outdoor Plus Pty Ltd	Roof of Entertainment Carpark	& Sign near Aquarium	Darling Harbour NSW		2000
Lewis Car Parking Pty Limited	Car Park - OPT	West Circular Quay	THE ROCKS NSW		2000
Sydney Harbour Venue Mgmt	Customs Hall - OPT	West Circular Quay	THE ROCKS NSW		2000
CQ Properties Pty Limited	Tenancy 1 and 7	Sydney Cove Passenger Termin	al THE ROCKS NSW		2000
Wildfire Restaurants Aust P/L	Tenancy 2 and 3	Sydney Cove Passenger Termin	al THE ROCKS NSW		2000
Jokari Pty Ltd	Tenancy 4	Sydney Cove Passenger Termin	al THE ROCKS NSW		2000
Nippon Aust Seafood Pty Ltd	Tenancy 8	Sydney Cove Passenger Termin	al THE ROCKS NSW		2000
Doyle's Sea Foods Pty Limited	Tenancy 5	Sydney Cove Passenger Termin	al THE ROCKS NSW		2000
QRA Pty Limited	Tenancy 6	Sydney Cove Passenger Termin	al THE ROCKS NSW		2000
Commonwealth Bank	ATM	Overseas Passenger Terminal	THE ROCKS NSW		2000
Sydney Ports Corporation	Overseas Passenger Terminal	Circular Quay West	THE ROCKS NSW		2000

Name	Address 1	Address 2	City	Stat	Code
Pearday Pty Ltd	Public Areas within	DH Precinct	Darling Harbour NSW		2000
	Berthing Facilities	Darling Harbour	DARLING HARBOUR NSW		2000
Matilda Cruises Pty Limited	Pier 26/Charter Boat Wharf	7 - 9 Wheat Road	Darling Harbour NSW		2000
Aspan Pty Ltd	South Steyne Berth	Harbourside Jetty, Cockle Bay	y DARLING HARBOUR NSW		2000
Aspan Pty Ltd	Marina Eastern Promenade	Cockle Bay	DARLING HARBOUR NSW		2000
Radhope Pty Ltd	Darling Island Berth	Darling Island, Pirrama Road	PYRMONT NSW		2009
	Sydney Aquarium Wharf		DARLING HARBOUR NSW		2000
Matilda Cruises	Pier 26 Restuarant	Aquarium Wharf	DARLING HARBOUR NSW		2000
Matilda Cruises	Ticket Offices A & B	Pier 26	DARLING HARBOUR NSW		2000
Matilda Cruises	Berth 7, 8, 9	Pier 26	DARLING HARBOUR NSW		2000
Matilda Cruises	Berths 1, 4, 5, 6	Pier 26	DARLING HARBOUR NSW		2000
Steve Rossiter	Berthing Licence		DARLING HARBOUR NSW		2000
	ATM 1 Rocks Centre	10-26 Playfair Street	THE ROCKS NSW		2000
	National Bank ATM 2	10-26 Playfair Street	THE ROCKS NSW		2000
	National Bank ATM 3	10-26 Playfair Street	THE ROCKS NSW		2000
	Flat 1	10-26 Playfair Street	THE ROCKS NSW		2000
Ela Anna Thomas	Flat 2	10-26 Playfair Street	THE ROCKS NSW		2000
Susan Blakeney	Flat 3	10-26 Playfair Street	THE ROCKS NSW		2000
Buono Pty Ltd	Shop 1	10-26 Playfair Street	THE ROCKS NSW		2000
Exuberance Pty Ltd	Shop 1A	10-26 Playfair Street	THE ROCKS NSW		2000
Phillip M & Marion R Starr	Shop 2	10-26 Playfair Street	THE ROCKS NSW		2000
Rocks Sports Pty Ltd	Shop 3	10-26 Playfair Street	THE ROCKS NSW		2000
Tufile Pty Ltd	Shops 4 & 5	10-26 Playfair Street	THE ROCKS NSW		2000
Mouton Wools Pty Ltd	Shop 6	10-26 Playfair Street	THE ROCKS NSW		2000
Atlas Souvenirs Pty Ltd	Shop 7	10-26 Playfair Street	THE ROCKS NSW		2000
Sea Enterprises Pty Ltd	Shop 8	10-26 Playfair Street	THE ROCKS NSW		2000
Narbeh Shirvanian	Shop 9	10-26 Playfair Street	THE ROCKS NSW		2000
Safarian Anoosh, Edick & Edwin	Shop 10	10-26 Playfair Street	THE ROCKS NSW		2000
Rathat Pty Limited	Shop 11	10-26 Playfair Street	THE ROCKS NSW		2000
Michael Lockwood	Shop 12	10-26 Playfair Street	THE ROCKS NSW		2000
A & A United Pty Ltd	Shop 12a	10-26 Playfair Street	THE ROCKS NSW		2000
S Farzin, N & B Chobineh	Shops 14 & 15	10-26 Playfair Street	THE ROCKS NSW		2000
A & A United Pty Limited	Shop 16	10-26 Playfair Street	THE ROCKS NSW		2000
Kitur Pty Limited	Shop 17 & K2	10-26 Playfair Street	THE ROCKS NSW		2000
Kyung Ja Lee & Mi Hun You	Shop 18	10-26 Playfair Street	THE ROCKS NSW		2000
Mondrian International Pty Ltd	Shop 19	10-26 Playfair Street	THE ROCKS NSW		2000
Coral Lee Investments Pty Ltd	Shop 20	10-26 Playfair Street	THE ROCKS NSW		2000
Lara Shaya	Shop 22 & 23	10-26 Playfair Street	THE ROCKS NSW		2000

Name	Address 1	Address 2	City	Stat	Code
Ginza Jewellery Pty Limited	Shop 27	The Rocks Centre	THE ROCKS	NSW	2000
Majeed Omid	Shop 32, The Rocks Centre	10-26 Playfair Street	THE ROCKS	NSW	2000
Subway Realty Pty Ltd	Shops 29/30	10-26 Playfair Street	THE ROCKS	NSW	2000
Valeplum Pty Limited	Shops 37 & 38	10-26 Playfair Street	THE ROCKS	NSW	2000
Ludas Pty Ltd	Shops 39, 40	10-26 Playfair Street	THE ROCKS	NSW	2000
Bluegum Country P/L	Shop 34	10-26 Playfair Street	THE ROCKS	NSW	2000
Greg Larkings & Michelle Evans	Shop 42	10-26 Playfair Street	THE ROCKS	NSW	2000
Kitur Pty Limited	Shop K3 Rocks Centre	10-26 Playfair Street	THE ROCKS	NSW	2000
Craft at The Rocks	Shop K5 Rocks Centre	10-26 Playfair Street	THE ROCKS	NSW	2000
Ludas Pty Limited	Cage 1, The Rocks Centre	10-26 Playfair Street	THE ROCKS	NSW	2000
Valeplum Pty Limited	Cage 2, The Rocks Centre	10-26 Playfair Street	THE ROCKS	NSW	2000
Mario & Marilyn Assini		13-17 Playfair Street	THE ROCKS	NSW	2000
Colin Jacobus	19 Playfair Street		THE ROCKS	NSW	2000
Anne Dybka	19a Playfair Street		THE ROCKS	NSW	2000
The Rocks Walking Tours P/L		23 Playfair Street	THE ROCKS	NSW	2000
Shadi Mireskandari	Wombat	27 Playfair Street	THE ROCKS	NSW	2000
D & L Koomchian		29 Playfair Street	THE ROCKS	NSW	2000
Royal Copenhagen Ice Cream Con	Shop C1, Promenade West,	Circular Quay	Sydney	NSW	2000
Gelatissimo Pty Limited	Shop C2, Promenade East	Circular Quay	Sydney	NSW	2000
	Cruise Bar	Overseas Passenger Terminal	CIRCULAR QUAY	NSW	2000
Novotel Rockford DH	Novotel Century Sydney Hotel	31 - 33 Harbour Street	SYDNEY	NSW	2000
Spirit of Sydney Pty Ltd	Pymont Bridge Kiosk	Darling Harbour	NSW	2000	
Keicob Pty Limited	Part of Lot 32	Quarry Master Drive	Pymont	NSW	2009
Roads & Traffic Authority					
Nicole Winkler & Al Toogood	31 George Street	The Rocks	SYDNEY	NSW	
Suzette Levenston - Oudja	31 George Street	The Rocks	SYDNEY	NSW	
Avishai Raif	31 George Street	The Rocks	SYDNEY	NSW	
East West Bazaar	31 George Street	The Rocks	SYDNEY	NSW	
Farooq Sufi	31 George Street	The Rocks	SYDNEY	NSW	
Bush Art Australia	31 George Street	The Rocks	SYDNEY	NSW	
Janette Hatzimichail	31 George Street	The Rocks	SYDNEY	NSW	
Whichcraft Handcrafted Wares	31 George Street	The Rocks	SYDNEY	NSW	
Anthony Stevens	31 George Street	The Rocks	SYDNEY	NSW	
Broadway Books	31 George Street	The Rocks	SYDNEY	NSW	
June Cormier-Stoba	31 George Street	The Rocks	SYDNEY	NSW	
Specialising In Boomerangs	31 George Street	The Rocks	SYDNEY	NSW	
The Puppet Shop at The Rocks	31 George Street	The Rocks	SYDNEY	NSW	

Name	Address 1	Address 2	City	Stat	Code
Ron Dickins	31 George Street	The Rocks	SYDNEY	NSW	
Seena Omid	The Rocks Market	The Rocks	SYDNEY	NSW	
David's Mobiles & Chimes	31 George Street	The Rocks	SYDNEY	NSW	
Irene Goverdovsky	31 George Street	The Rocks	SYDNEY	NSW	
Hap Hannan	31 George Street	The Rocks	SYDNEY	NSW	
K Monson & D Raif	31 George Street	The Rocks	SYDNEY	NSW	
Darren Germain	31 George Street	The Rocks	SYDNEY	NSW	
Australian Lavender Works	31 George Street	The Rocks	SYDNEY	NSW	
Earthlight Minerals	31 George Street	The Rocks	SYDNEY	NSW	
Watisa Gijroongpaisal	31 George Street	The Rocks	SYDNEY	NSW	
Osprey Jewellery Designs	31 George Street	The Rocks	SYDNEY	NSW	
Yvonne Pitsikas	31 George Street	The Rocks	SYDNEY	NSW	
Csilla Platthy	31 George Street	The Rocks	SYDNEY	NSW	
Brigitte Safrana	31 George Street	The Rocks	SYDNEY	NSW	
Monzoor A.Shalla	31 George Street	The Rocks	SYDNEY	NSW	
Badiei, Behnaz	31 George Street	The Rocks	SYDNEY	NSW	
Jean-Pierre Demoisy	31 George Street	The Rocks	SYDNEY	NSW	
Post-Age Pty Ltd	31 George Street	The Rocks	SYDNEY	NSW	
Australian Eucalyptus Gifts	31 George Street	The Rocks	SYDNEY	NSW	
Art Stamps at the Rocks	31 George Street	The Rocks	SYDNEY	NSW	
Craft With Class	31 George Street	The Rocks	SYDNEY	NSW	
South Coast Books	31 George Street	The Rocks	SYDNEY	NSW	
David Zhang Ge	31 George Street	The Rocks	SYDNEY	NSW	
Yesterday's Images	31 George Street	The Rocks	SYDNEY	NSW	
James Luo	31 George Street	The Rocks	SYDNEY	NSW	
Araluen Gallery	31 George Street	The Rocks	SYDNEY	NSW	
Henry Webb	31 George Street	The Rocks	SYDNEY	NSW	
Di Wu	31 George Street	The Rocks	SYDNEY	NSW	
Lisa Dunn	31 George Street	The Rocks	SYDNEY	NSW	
Danielle Placing	31 George Street	The Rocks	SYDNEY	NSW	
Rhinocraft	31 George Street	The Rocks	SYDNEY	NSW	
Jeff Steinacker	31 George Street	The Rocks	SYDNEY	NSW	
Halima Bano Malik	31 George Street	The Rocks	SYDNEY	NSW	
Simon Goldstein	The Rocks Markets	The Rocks	SYDNEY	NSW	
Easyrider Motorbike Tours	31 George Street	The Rocks	SYDNEY	NSW	
M Guthrie & N Kennedy	31 George Street	The Rocks	SYDNEY	NSW	
Lisa Renoire	31 George Street	The Rocks	SYDNEY	NSW	
Paul Stoba	31 George Street	The Rocks	SYDNEY	NSW	

Name	Address 1	Address 2	City	Stat	Code
Lee Connolly	31 George Street	The Rocks	SYDNEY	NSW	
Bandigan Arts & Crafts	31 George Street	The Rocks	SYDNEY	NSW	
Evan Davis	31 George Street	The Rocks	SYDNEY	NSW	
The Rocks Clocks	31 George Street	The Rocks	SYDNEY	NSW	
Made By Elves	31 George Street	The Rocks	SYDNEY	NSW	
Australian Woodwork Pty Ltd	31 George Street	The Rocks	SYDNEY	NSW	
Hugh Symonds	31 George Street	The Rocks	SYDNEY	NSW	
Jonathan Marks Photography P/L	31 George Street	The Rocks	SYDNEY	NSW	
Maria & Jim Waters	31 George Street	The Rocks	SYDNEY	NSW	
Karyn Driscoll	31 George Street	The Rocks	SYDNEY	NSW	
Evan Davis	31 George Street	The Rocks	SYDNEY	NSW	
Carolyn Mercer	31 George Street	The Rocks	SYDNEY	NSW	
Christine Rogers	31 George Street	The Rocks	SYDNEY	NSW	
Tea Party	31 George Street	The Rocks	SYDNEY	NSW	
African Heritage Trading	31 George Street	The Rocks	SYDNEY	NSW	
Australian Puzzle Company	31 George Street	The Rocks	SYDNEY	NSW	
Ursula Armstrong	The Rocks Market	The Rocks	SYDNEY	NSW	
Beauty Island	31 George Street	The Rocks	SYDNEY	NSW	
Silk Visions	31 George Street	The Rocks	SYDNEY	NSW	
Feroz Wani	31 George Street	The Rocks	SYDNEY	NSW	
Beverly Mays Studio	31 George Street	The Rocks	SYDNEY	NSW	
Mick Rosic	31 George Street	The Rocks	SYDNEY	NSW	
Mark Goodall	31 George Street	The Rocks	SYDNEY	NSW	
Wildlife Presentations	The Rocks Market	The Rocks	SYDNEY	NSW	
Barbara Stepheson	31 George Street	The Rocks	SYDNEY	NSW	
Winnie Cheng	31 George Street	The Rocks	SYDNEY	NSW	
Fine Art Photography	31 George Street	The Rocks	SYDNEY	NSW	
Francois Beugels	31 George Street	The Rocks	SYDNEY	NSW	
Sue Chivers	31 George Street	The Rocks	SYDNEY	NSW	
Applied Leather Art	31 George Street	The Rocks	SYDNEY	NSW	
Jonothan Hammond	31 George Street	The Rocks	SYDNEY	NSW	
Eden Park Designs	31 George Street	The Rocks	SYDNEY	NSW	
Jason Bogatai	31 George Street	The Rocks	SYDNEY	NSW	
Francine Haywood	31 George Street	The Rocks	SYDNEY	NSW	
Hamish Sevenoaks	31 George Street	The Rocks	SYDNEY	NSW	
Wise Design	The Rocks Markets	The Rocks	SYDNEY	NSW	
The Nounours Unit Trust	31 George Street	The Rocks	SYDNEY	NSW	

Name	Address 1	Address 2	City	Stat	Code
Agung Guritno	31 George Street	The Rocks	SYDNEY	NSW	
Steve Htay	31 George Street	The Rocks	SYDNEY	NSW	
Carolyn Mercer	31 George Street	The Rocks	SYDNEY	NSW	
Tim Kaill	31 George Street	The Rocks	SYDNEY	NSW	
Michael Lacey	The Rocks Market Storage	The Rocks	SYDNEY	NSW	
Peter MacDougall	The Rocks Market	The Rocks	SYDNEY	NSW	
Rocks Market Casual Stall	The Rocks Market	The Rocks	SYDNEY	NSW	
Scott Kilmartin	31 George Street	The Rocks	SYDNEY	NSW	
Bopping and Bopping	31 George Street	The Rocks	SYDNEY	NSW	
Kitur Pty Limited	31 George Street	The Rocks	SYDNEY	NSW	
The Rocks Original Hot Corn	The Rocks Market Stall Invoice		THE ROCKS	NSW	2000
Hoity Toity	31 George Street	The Rocks	SYDNEY	NSW	
Hathi Jewellery	31 George Street	The Rocks	SYDNEY	NSW	
Jenny Duggan	31 George Street	The Rocks	SYDNEY	NSW	
Julie Goodall	31 George Street	The Rocks	SYDNEY	NSW	
Katsui Studio	31 George Street	The Rocks	SYDNEY	NSW	
Jacqueline Edwards	31 George Street	The Rocks	SYDNEY	NSW	
Len Mc Carthy	31 George Street	The Rocks	SYDNEY	NSW	
Marcel De Wit	31 George Street	The Rocks	SYDNEY	NSW	
Kimberley Chocolates	31 George Street	The Rocks	SYDNEY	NSW	
Andrea Pizzimento	31 George Street	The Rocks	SYDNEY	NSW	
Brigit Busicchia	31 George Street	The Rocks	SYDNEY	NSW	
Haley Helen Richardson	31 George Street	The Rocks	SYDNEY	NSW	
Lee Connolly	31 George Street	The Rocks	SYDNEY	NSW	
Michael Guthrie & Nicole Kenn	31 George Street	The Rocks	SYDNEY	NSW	
John & Sheila Webster	31 George Street	The Rocks	SYDNEY	NSW	
Darren Germain	31 George Street	The Rocks	SYDNEY	NSW	
Harry Kyriakou	31 George Street	The Rocks	SYDNEY	NSW	
Eleanor Barker	31 George Street	The Rocks	SYDNEY	NSW	
Malcolm Yeatman	31 George Street	The Rocks	SYDNEY	NSW	
My Heaven Gourmet	31 George Street	The Rocks	SYDNEY	NSW	
A.Y.Zhao & A.H.Wang	31 George Street	The Rocks	SYDNEY	NSW	
Angus Hartley	31 George Street	The Rocks	SYDNEY	NSW	
Melaney McCleary	31 George Street	The Rocks	SYDNEY	NSW	
David Germain - Candles	31 George Street	The Rocks	SYDNEY	NSW	
Than-Aye, Thurain	The Rocks Market	The Rocks	SYDNEY	NSW	
Sharman Kadri	31 George Street	The Rocks	SYDNEY	NSW	
Professional Massage-Yong J Wu	Stall 137	The Rocks Markets	The Rocks	NSW	2000

Name	Address 1	Address 2	City	Stat	Code
J & J Robertson & Sons Pty Ltd	110 Lilyfield Road		LILYFIELD	NSW	2040
ACN 101 854 737 Pty Ltd	112 Lilyfield Road		LILYFIELD	NSW	2040
R J Concept Group	2/112 Lilyfield Road		LILYFIELD	NSW	2040
Mithree Rice Company Pty Ltd	3/112 Lilyfield Road		LILYFIELD	NSW	2040
F C Productions Pty Limited	108 Lilyfield Road		LILYFIELD	NSW	2040
A W Swadling Timber & Hardware	92 - 94 Lilyfield Road		LILYFIELD	NSW	2040
LCR Lindores Group P/L	Land Behind Lilyfield Road		LILYFIELD	NSW	2040
Telstra Corporation Ltd	Land off The Cresnet		LILYFIELD	NSW	2040
Energy Australia	Substation Lilyfield Road		LILYFIELD	NSW	2040
Energy Australia	Substation	Off Gordon Street	LILYFIELD	NSW	2040
Australian Ironwood Antique Ti	88-90 Lilyfield Road		LILYFIELD	NSW	2040
Australian Ironwood Antique Ti	Lilyfield Road		LILYFIELD	NSW	2040
CLM Excavations Pty Limited	Gordon Street		LILYFIELD	NSW	2039
Desane Properties Pty Limited	Land behind	88- 90 Lilyfield Road	LILYFIELD	NSW	2040
Optus Mobile Pty Ltd	Land off The Cresnet		LILYFIELD	NSW	2040
Austland Property Services P/L					
Sydney Aquarium Ltd	1-5 Wheat Rd		Darling Harbour	NSW	2000
Sydney Aquarium Ltd	1-5 Wheat Rd		Darling Harbour	NSW	2000
	Mobile Phone Antenna Tower	20-28 Darling Drive	Darling Harbour	NSW	2000
DHCE & Accor	Syd Convention/Exhibition Ctr	20 - 28 Darling Drive	Sydney	NSW	2000
Arena Management Pty Ltd	Sydney Entertainment Centre	35 Harbour Street	Sydney	NSW	2000
McDonald's Australia Limited	Concession 1,Entertainment Ctr	35 Harbour Street	Darling Harbour	NSW	2000
Wharves Stage 2 Pty Ltd	Wharves 8 & 9	Pirrama Rd	PYRMONT	NSW	2009
Wharves Stage 1 Pty Ltd	Wharf 10	Pirrama Rd	PYRMONT	NSW	2009
	Parking Area,Off Robert Street	WBP, Robert Street	Rozelle	NSW	2009
Prestige Auto Traders	Robert Street Compound	White Bay Power Station	ROZELLE	NSW	2039

Deloitte Touche Tohmatsu
A.B.N. 74 490 121 060
Grosvenor Place
225 George Street
Sydney NSW 2000
Box N250 Grosvenor Place
Sydney NSW 1217 Australia

DX 10307SSE
Tel: (02) 9322 7000
Fax: (02) 9322 7001
www.deloitte.com.au

**Deloitte
Touche
Tohmatsu**

18 June 2003

DRAFT - Subject to Deloitte Internal Professional Standards Review Process

Ms Di Talty
Director, Development and Planning
Sydney Harbour Foreshore Authority
Level 6
66 Harrington Street
SYDNEY NSW 2000

Dear Di,

**PROPOSED DELEGATIONS TO SYDNEY HARBOUR FORESHORE AUTHORITY RELATING
TO MASTER PLAN AND DEVELOPMENT APPLICATIONS**

As requested, Deloitte Touche Tohmatsu (Deloitte) have set out what we consider to be the key probity principles to be considered in relation to the proposed transfer of the assessment role for Master Plan and Development Applications from Department of Infrastructure Planning and Natural Resources to Sydney Harbour Foreshore Authority (SHFA) and how these issues might be addressed.

BACKGROUND

We understand that SHFA is recommending to the Minister for Infrastructure and Planning that delegations for planning approvals for activities carried out by SHFA under the *Environmental Planning and Assessment Act 1979 (the Act)*, SEPP 56 and SREP 26 be transferred from the Director-General of the Department of Infrastructure Planning and Natural Resources to the Chief Executive Officer of SHFA.

Currently the Chief Executive Officer of SHFA has delegated power under section 23 (1) (d) and schedule 6 Clause 31 of the Act to act as consent authority for minor developments.

As part of its risk management process, SHFA has requested Deloitte to identify key probity issues and how such risks should be mitigated.

PROBITY RISKS

In order to identify key probity risks, we have drawn upon better practices and probity considerations identified in various publications by bodies such as the NSW Independent Commission Against Corruption (ICAC).

Key probity risks identified are as follows:

- Conflict of Interest/Appropriate Accountability and Decision Making Processes
- Transparency

ge 2
d June 2003

**Deloitte
Touche
Tohmatsu**

CONFLICT OF INTEREST/APPROPRIATE ACCOUNTABILITY AND DECISION MAKING PROCESSES

SHFA's charter includes objectives to:

- Balance economic return, vibrancy and diversity of harbour foreshores, including the working waterfront;
- Add value by redevelopment of surplus government land through a highly skilled organisation that creates new city precincts on the harbour;
- As custodian, ensure preservation and interpretation of natural and cultural heritage around the foreshores, promoting a sense of community ownership; and
- Facilitate the opening up of foreshore areas to the public, balancing protection with active use while improving and extending waterfront public domain.

One of SHFA's core activities is to develop available foreshore land it owns for commercial and residential developments, if it were to take on the role of consent authority for Master Plans and Development Applications for developments, potential conflicts of interest could arise in SHFA being both being developer and consent authority, should they exercise both powers. It could be perceived by stakeholders (developers, community groups, other government agencies) that SHFA has a direct conflict of interest in undertaking these dual roles in that SHFA will arguably have a commercial interest in ensuring that its developments proceed. As such, this might compromise its ability to be objective in its assessment of the merits of the development.

The Independent Commission against Corruption (ICAC) has considered a similar conflict of interest in relation to local government authorities in its publication, *Taking the Devil out of Development: Recommendations for Statutory Reform-Position Paper* (May 2002). It recommended that a specific Planning Policy (SEPP) in respect of development where a Council is developer and consent authority should be adopted which specified the circumstances in which external opinions should be gained, options for obtaining external advice about assessment, notification requirements and a requirement to maintain a register of applications where Councils are both developer and consent authority.

A number of large metropolitan councils (Liverpool, Parramatta, Fairfield) have addressed this issue by delegating all planning approval powers to a subcommittee comprised of some council members, a consultant architect, an independent person and a representative of the Department of Infrastructure Planning and Natural Resources.

We note that SHFA proposes to adopt a similar approach by ensuring that assessment of all development applications would be dealt with by the Place Management Division and that the development function would continue to be undertaken by the Service Delivery Division. Clear demarcation of these processes would need to occur within SHFA to satisfy external parties that SHFA's interests in disposing of or developing foreshore land had not influenced its objectivity as the consent authority for such land. The organisational structure of SHFA should recognise these two functions as discrete functions.

We note that whilst SHFA does not intend to adopt a separate committee approach, as is being adopted by some Councils, the involvement of an independent third party to assist SHFA with the assessment of Development Applications for sites of significance, may mitigate some of the risks and address some of the concerns associated with a perceived conflict of interest. We do not consider that the involvement of a representative of the Department of Infrastructure Planning and Natural Resources would be necessary in this instance as we note that the Minister for Infrastructure and Planning will still remain the ultimate consent authority, unlike the situation which usually applies to local government authorities.

We recommend that processes for dealing with the protection of confidential information arising of these functions should be clearly documented. Undertakings in relation to conflict of interest by staff, advisers and consultants should also be revisited and confirmed.

TRANSPARENCY

If SHFA were to take on the role of consent authority for Master Plans and Development Applications for developments, thus being both being developer and consent authority, we recommend that SHFA could further mitigate probity risks by ensuring that its development assessment process is as transparent as possible.

We note that SHFA has already adopted a number processes by way of better practices to achieve this. These processes include:

- Clearly defining and documenting the processes and communicating them to SHFA staff; Clearly communicating the processes to stakeholders;
- Continuing ongoing liaison with the Department of Infrastructure Planning and Natural Resources in relation to Development Applications for sites of significance; and
- Continuing its Assurance Program.

To further mitigate probity risks we recommend SHFA could periodically use an appropriately qualified independent third party to report on satisfactory adherence and compliance to these processes to enable the Board to be satisfied that the processes are working as intended.

CONCLUSION

Based on the information provided and the discussions held with you, it would appear that SHFA has established appropriate processes to consider key probity risks. We would recommend that such processes are clearly documented and, as stated above, that undertakings in relation to conflict of interest are revisited and confirmed.

Should you wish to discuss any of the matters referred to above or/and have any further probity queries in relation to the matter, please do not hesitate to contact me on 9322 7191.

Yours sincerely,

Rory O'Connor
Partner

Hello,

Please find attached updated draft letter from Rory O'Connor.

Regards,
Megan

Megan Thomas
Enterprise Risk Services
Deloitte Touche Tohmatsu
L2, 225 George Street
Sydney NSW 2000
Tel: +61 2 9322 7191
Fax: +61 2 9255 8433

2001-02

Vendor Name	Category	Amount
Lincolne Scott Australia P/L	Engineering	\$348
The Australian Quadriplegic	Engineering	\$2,200
Contract Admin Services	Engineering	\$3,576
Partridge Partners Pty Limited	Engineering	\$4,825
Turner & Associates	Engineering	\$6,454
Lahz Nimmo Architects	Engineering	\$6,680
Delaney Communications Pty Ltd	Engineering	\$11,352
Sayamin Pty Ltd	Engineering	\$12,197
E. Shelmerdine & Partners P/L	Engineering	\$14,691
Patterson Britton & Partners	Engineering	\$24,610
PT Business Services Pty Ltd	Engineering	\$5,000
Roger Parris	Engineering	\$21,552
David Sheedy Pty Ltd	Environmental	\$1,109
Molino Stewart	Environmental	\$4,030
Garry J Burns	Environmental	\$4,900
Birzulis Associates Pty Ltd	Environmental	\$5,866
Environmental Resources	Environmental	\$12,125
Wilkinson Murray Pty Ltd	Environmental	\$15,788
Webb Consulting Engineers	Information Technology	\$1,485
The Bruce & Stewart	Legal	\$509
Capital	Management Services	\$11,254
D.J. Hall Consulting	Organisational Review	\$370
First 5 Minutes Pty Ltd	Training	\$4,654
		\$175,575

2002-03

Vendor Name	Category	Amount
Hassell Pty Ltd	Architectural	\$12,020.00
McGregor + Partners	Architectural	\$11,480.00
Timothy Williams & Assoc	Architectural	\$6,000.00
Page Kirkland	Engineering	\$24,927.00
CTI Consultants	Engineering	\$17,146.70
Sayamin Pty Ltd	Engineering	\$12,408.73
Turner & Associates	Engineering	\$10,000.00
Patterson Briton & Partners	Engineering	\$9,500.00
Kuttner Collins & Partners	Engineering	\$9,433.73
Taylor Thomas Whitting	Engineering	\$8,365.00
Richmond & Ross Pty Ltd	Engineering	\$8,000.00
M P Consulting	Engineering	\$3,192.47
George Clark & Associates	Engineering	\$1,897.50
Trevor.R. Howse & Associates	Engineering	\$1,392.00
Molino Stewart	Environmental	\$27,526.50
Environmental Resources	Environmental	\$27,176.86
Wilkinson Murray Pty Ltd	Environmental	\$10,961.75
Richard Heggie Associates P/L	Environmental	\$6,476.01
Birzulis Assoicates Pty Ltd	Environmental	\$4,308.00
Garry J Burns	Environmental	\$1,200.00
Godden Mackay Logan	Heritage Consultant	\$21,562.00
Design 5 Architects	Heritage Consultant	\$6,705.00
Noni Boyd	Heritage Consultant	\$200.00
Wallace Consulting	Management Services	\$9,950.00
Kass-Hermes Planning Development	Planning	\$2,450.00
Handley Paris & Partners	Property	\$16,250.00
Knight Frank (NSW) Pty Ltd	Property	\$14,000.00
Hill PDA	Property	\$13,916.50
Marsh Pty Ltd	Risk Management	\$19,529.36
Dominion Electronics Pty Ltd	Risk Management	\$4,950.00
IPP Consulting Pty Ltd	Risk Management	\$4,900.00
First 5 Minutes Pty Ltd	Training	\$3,841.00
		\$331,666

2003-04

Vendor Name	Category	Amount
Howard Choy & Associates	Architectural	\$10,000.00
Page Kirkland	Engineering	\$10,164.00
CTI Consultants	Engineering	\$14,410.00
Norman Disney Young	Engineering	\$6,000.00
GHD Pty Ltd	Engineering	\$11,438.95
Patterson Briton & Partners	Engineering	\$980.00
Hughes Truman Pty Ltd	Engineering	\$23,210.00
Cardno Willing	Engineering	\$17,647.45
Trevor.R. Howse & Associates	Engineering	\$1,851.14
Planningmatters Pty Ltd	Environmental	\$9,137.55
Johnstone Environmental	Environmental	\$6,280.00
HLA - Enviroscience Pty Ltd	Environmental	\$8,461.00
Molino Stewart	Environmental	\$9,543.62
Richard Heggie Associates P/L	Environmental	\$29,097.19
Godden Mackay Logan	Heritage Consultant	\$2,958.00
Mary Dallas Consulting	Heritage Consultant	\$1,000.00
CGP Management Pty Ltd	Heritage Consultant	\$16,212.64
Kass-Hermes Planning Development	Planning	\$6,168.74
Preston Rowe Paterson NSW P/L	Property	\$28,000.00
Blackwattle Capital Partners	Property	\$20,250.00
Michael Collins & Associates	Property	\$23,587.50
Macroplan Australia	Property	\$28,600.00
Gavin Anderson & Company	Public Relations	\$3,210.00
Marsh Pty Ltd	Risk Management	\$15,225.00
Work Health Safety Matters	Risk Management	\$26,691.00
Dominion Electronics Pty Ltd	Risk Management	\$9,600.00
IPP Consulting Pty Ltd	Risk Management	\$20,150.00
Parsons Brinckerhoff Aust	Risk Management	\$10,030.00
		\$369,903.78

Memorandum



CONFIDENTIAL

Date: 28th April 2004

To: Hon Craig Knowles MP, Minister for Infrastructure & Planning, Minister for Natural Resources
Hon Michael Egan, MP, Treasurer

From: Gerry Gleeson, Chairman

Subject: Superdome, Sydney Olympic Park

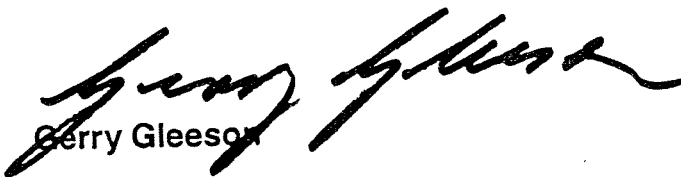
Introduction:

- The Bank of Scotland closes the tenders this week for the sale of the Superdome.
- Arena Management has informed that it has withdrawn thus leaving the way clear for a Packer Company and/or Clear Channel.
- Despite serious financial issues and the politics associated with this the Government should think hard before allowing Superdome to pass into private ownership.
- If financially possible SOPA should acquire or SOPA and SHFA each put up \$10M.

Comment:

1. The position of SHFA is that it would be preferable for the Government to assume ownership of the Superdome through SOPA and for there to be common management for the two Centres. This is the only way to ensure financial viability for the two.
2. When Arena's lease on SEC expires in four years SOPA and SHFA will jointly seek tenders for a further management period.
3. SHFA recognizes the political implications of asking the Government to spend up to \$20M to acquire ownership.
4. Consideration should be given to SOPA and SHFA taking a 50/50 partnership in the Superdome.
5. Arena Management considered tendering but the figures just did not stack up. Superdome is losing \$2M to \$3M per annum and it is not paying its rent to SOPA.
6. SHFA considers there are extreme difficulties even if a private owner engaged Arena as a common manager but it could possibly be made to work if that eventuates.

-
6. SHFA's legal advice is that there is no substance to Cassidy's claim about Arena being a common manager. The Abbi Group tendered for SEC and lost because their tender price was too low. Likewise, SHFA's advice is that there is no trade practice issue as there was common ownership/management.
 7. The Superdome assets are quite extraordinary. Multiple kitchens, multiple function rooms, rooms for gymnasiums etc. This was an extraordinary building, built with government money, bank loan and very little investment by the Abbi Group. This extravagance is hard to understand but it is now a fait accompli.
 8. A private owner would again renew the pressure on the Government to abolish the SEC in the city. This must not be allowed to happen.
 9. SHFA's preferred position is for:
 1. SOPA to acquire the Superdome. Arena Management to manage for four years and the future management then to be re-tendered.
 2. SOPA and SHFA to jointly acquire.
 3. Arena to become owner manager. This is no longer possible.
 4. Bank of Scotland to retain ownership – Arena to manage.
 5. Private ownership with Arena to manage. Difficult to apportion profits but may be feasible.


Gerry Gleeson

**PYRMONT / ULTIMO
OPEN SPACE PROVISION**

March 2004

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- 2. POPULATION / EMPLOYMENT**
 - 2.1 Original Forecasts**
 - 2.2 Current**
 - 2.3 Proposed**
 - 2.4 Population Aged Under 15**
 - 2.5 Persons per household**
- 3. OPEN SPACE STANDARDS**
- 4. OPEN SPACE PHILOSOPHY**
- 5. OPEN SPACE AVAILABILITY**
- 6. QUALITATIVE ASPECTS**
- 7. CONCLUSIONS**

1. BACKGROUND

The redevelopment of Pyrmont/Ultimo for a mix of housing and employment dates back to the 1988 City of Sydney Plan. Subsequently a considerable number of strategies, guidelines and statutory plans have guided the development of Pyrmont/Ultimo, including:

- Precinct Planning Study 1991
- SREP 26 – City West
- Urban Development Plan 1995
- Urban Development Plan 1999

2. POPULATION / EMPLOYMENT

2.1 Original Forecasts

In 1986 there were **2,631** people living in Pyrmont/Ultimo and around **10,000** workers. Initial forecasts were for a residential population of Pyrmont/Ultimo of between **15,000** to **17,000** and employment of about **40,000**. This would have represented equal floor space between living and employment given that floor space per resident is approximately three times that of a workplace.

2.2 Current

In 2001 there were **12,708** persons living in Pyrmont/Ultimo and **21,506** workers (ABS 2001).

2.3 Proposed

The residential population is forecast to reach between **19,000** to **21,000** and employment between **29,000** to **33,000** workers (SREP No. 26 Amendment 9). Forecasts of population growth by the Transport Data Centre suggest **17,000** by 2011 and **20,000** by 2021 living in Pyrmont/Ultimo. Employment is forecast to be **24,000** by 2011 and **26,000** by 2021 (Transport Data Centre).

2.4 Population Aged Under 15

At the 2001 census the proportion of the population aged 15 years and under was **8.66%** for Pyrmont and **9.95%** in Ultimo. This compares with Leichhardt LGA of **12.59%**, and the Sydney Region of **20.1%**. These figures indicate that the type of open space which should be provided at Pyrmont/Ultimo needs to be relevant for a more mature population than is the norm in most of Sydney's suburbs where there is more than double the proportion of children than in Pyrmont/Ultimo

2.5 Persons per household

The number of persons per occupied household at the 2001 census was 1.70 for Pyrmont and 1.99 for Ultimo. The combined number for Pyrmont/Ultime is 1.8. This compares with 1.95 for Leichhardt LGA and 2.49 for the Sydney Region as a whole.

The significance of this low occupancy rate for Pyrmont/Ultime is that it may be difficult to reach the target population of 20,000 because of the limited land available for development and that each dwelling is likely to only be occupied by a small number of people.

3. OPEN SPACE STANDARDS

The Precinct Planning Study for Pyrmont Ultimo prepared by the Department of Planning in 1991 recommended that public open space should be provided in Pyrmont & Ultimo at the rate of 15m² / resident. This rate was arrived at after considering the 1982 Survey of the Supply and Provision of Open Space in Local Government Areas.

To arrive at this standard the following assumptions were made:

- The metropolitan standard of 28.3m² per person be reduced for an urban waterfront location.
- The number of children per household will be substantially reduced from the metropolitan average, and children are the major users of local open space.

4. OPEN SPACE PHILOSOPHY

The issues involved with open space were comprehensively addressed in the definitive study undertaken by the Department of Environment and Planning in 1985, *"Open Space Survey in the Sydney Region"*. The issues relevant to inner areas and their relevance to Pyrmont/ Ultimo are outlined below:

- i. *"Direct comparisons are not always possible, particularly between extremes such as Hawkesbury and Leichhardt. One is a predominantly rural shire where the other is fully developed with access to recreational sources such as city entertainment. The residents of both are also likely to lead completely different lifestyles".*

Comments

The above comments are specifically relevant to Pyrmont/Ultime being an inner city suburb within walking distance of the Sydney CBD and its recreational and cultural facilities.

- ii. *View can expand the horizon of areas deficient in traditional parkland. Water is another important resource which is not classified as open space but which in many local government areas is a major recreational and scenic resource. Examples are Sydney Harbour, Narrabeen Lagoon and Georges River."*

Comments

Pymont is a unique suburb being a peninsula of Sydney Harbour within a width of no more than 600 metres, allowing all residents and workers to have a close relationship with the harbour and its associated open space.

- iii. *The high cost of land in some areas makes the purchase of land a difficult option and also presents conflicts in determining priorities as, for example, when there is a choice between acquiring prime foreshore land or providing a more equitable distribution throughout a whole local government area.*

Comments

Harbour foreshore land is at a premium and needs to be in a form which allows more intensive usage. This is distinct from say large open spaces suitable for sport such as cricket and football.

- iv. *When it is difficult to acquire new sites the development of links between parks is of value.*

Comments

The harbour foreshore walkway, now being provided by the State and the Council from Woolloomooloo to Glebe, will link several open spaces making the whole network more valuable than traditional parks.

- v. *"More is not necessarily better" and serious consideration should be given to improving existing resources rather than acquiring more land. Additional land will add to maintenance costs in the future and fewer parks of good quality may be preferable to a greater number of undeveloped and unused parks.*

- vi. *Ways of improving sites include developing them for a range of uses, providing improved landscaping and equipment improving accessibility and considering innovative developments and uses.*

Comments

As inner city land, especially harbourside land, is at a premium it is preferable to provide for intensive recreation, similar to Pymont Park. The foreshore walk facilitates accessibility to a large area of Sydney Harbour.

- vii. *Expenditure on parks is becoming a significant part of local government budgets.*

Comments

Recognition needs to be given to the fact that development sites at Pymont have provided the creation of parks / open space.

5. OPEN SPACE AVAILABILITY

If say, 20,000 people were to live in Pyrmont/Ultimo with an open space provision of 15m² per person, there would need to be a total of 30ha provided for open space. There is currently 23.1ha of open space provided for in Amendment 8 of the REP. This does not include Wentworth Park or Tumbalong Park. Wentworth Park which adjoins the western boundary of Pyrmont/Ultimo, measures just on 9.3ha and is suitable for active recreation. Wentworth Park can be assumed to be shared for active and passive recreation by the residents of Glebe. The population of Glebe in 2001 was 11,431 which matches that of Pyrmont/Ultimo. It is assumed therefore that Wentworth park would be shared, 50:50 between Glebe and Pyrmont/Ultimo. It is also assumed that redevelopment of Glebe will match that of Pyrmont/Ultimo and therefore the proportion would remain at 50:50. The population of the inner areas of Sydney in 2001 totalled 16,148, this is unlikely to expand substantially. It has also been assumed, therefore, that Tumbalong Park is shared 50:50 between Sydney Central and Pyrmont/Ultimo communities.

The proportion of Wentworth Park and Tumbalong Park to be attributed to Pyrmont/Ultimo and to Glebe and Sydney Centre are:

Wentworth Park (9.2ha)		Tumbalong Park (6.6ha)		Total
Attributable to Pyrmont/Ultimo 50% (ha)	Attributable to Glebe 50% (ha)	Attributable to Pyrmont/Ultimo 50% (ha)	Attributable to Sydney Centre 50% (ha)	Attributable to Pyrmont/Ultimo 50% (ha)
4.6	4.6	3.3	3.3	7.9

The total open space attributable to Pyrmont/Ultimo is therefore 23.1ha + 7.9ha = 31ha

As at 2003 it is estimated that 17.9ha of open space has been provided at Pyrmont/Ultimo. By adding 50% of Wentworth Park and Tumbalong Park a total of 25.8ha of open space is available. Assuming that the 2003 population is say 13,000 the open space per person is 19.8m².

Assuming a population range from 18,000 to 20,000 in 2011 and 2021 respectively and that the full 31ha is provided, the amount of open space per person would be as follows: 17.22m² in 2011 and 15.5m² in 2021, therefore meeting the 15m² recommended by the Department of Planning in the 1991 Precinct Planning Study for Pyrmont/Ultimo.

6. QUALITATIVE ASPECTS

The structure of the Pyrmont/Ultimo open space hinges on the character of the place.

The Public Domain Principles identified in the Urban Development Plan articulate the qualitative approach taken in the formulation of this framework.

The distribution of the open space in Pyrmont/Ultimo is to:

- I. Establish a hierarchy of Open Space which provides a series of space for a range of different uses.
- II. Reinforce the waterfront as the key focus for open space in the context of the redevelopment of Pyrmont/Ultimo and ensure accessibility and permeability between the different topographic levels throughout the peninsula.
- III. Reinforce the central spine (Harris St) by providing adequate infrastructure through the provision of Public Domain works ensuring Harris St is the main movement corridor north - south on the peninsula.
- IV. Use Open Space to reinforce the particular character of various precincts of the peninsula
- V. Allow equitable access to all components of the Public Domain and enable adequate flexibility in the design of these spaces to be reconfigured as a consequence of implementation of the Plan.
- VI. Ensure equity in terms of access for both the local residents and the workforce in this area.
- VII. Link, within an established framework the location of the open space
- VIII. Connection to broader regional facilities and opportunities to be assisted through the public domain structure
- IX. Ensure visual access is facilitated through the positioning of the open space
- X. Prioritise pedestrian and cyclist movement through and across the peninsula

The above aspects of the public domain provide for a range of recreational opportunities within Pyrmont/Ultimo as well as acting as catalysts for behavioural change (Refer to Appendix 1); A case in point was the provision of the BBC funded cyclist ramp on Pyrmont Bridge (east side) being a critical element in the RTA East –West regional bicycle network which crosses Pyrmont and is fed by local connector routes on the peninsula.

The foreshore promenade at Pyrmont provides an important link in the Pedestrian foreshore walk which stretches from Woolloomooloo to Glebe and potentially connects the Rozelle goods facility when redeveloped and then further to the Bay area.

The positioning of the open space relates not only to a high level of permeability and accessibility to the public domain but it also takes advantage of the topographic differences through the peninsula to gain unprecedented visual and physical access to the Harbour and environs.

7. CONCLUSIONS

The open space delivered at Pyrmont/Ultimo has been provided to match the social profile of the community evolving in the area.

As predicted in earlier studies there is a smaller proportion of children in the area compared with other LGAs in the Sydney Region, obviating the need to provide a large proportion of facilities such as playing fields. Rather, the 15m² per person target for Pyrmont/Ultimo has a high proportion of waterfront parks which are being developed for passive recreation. The cost of providing harbourside parks/open space is far above the cost of providing open space recreation land in almost every LGA in Sydney.

The 2001 provision of 22.5m² per person is 33% above the 15m² target, in 2011 it is likely to be 2% higher than the target.

APPENDIX 1

The following is a list of potential recreational and social uses within the open space framework established in the Pymont Ultimo area.

Community Parks and Squares

- Outdoor theatre
- Art sculpture
- Appreciation
- Sitting relaxation
- Congregation
- Markets
- Meeting Places
- Eating/Retail

John Street Square

Mary Ann Street Square

Jones Street Closure

Quarry Street Closure

Fig Street Park

Bowman St/Scott St/Upper Bowman St Park

Johnston Bay Park

Railway alignment link

Major Movement Corridors

- Walking
- running
- Cycling
- Sitting
- Relaxing
- Journey to and from work
- Visual access
- Ball bearing activities roller blading/skateboarding etc

Foreshore promenade 5km total length

Harris St boulevard

Union and Miller Streets

Quarry street connection

East west regional cyclist facilities

Cliff top and Cliff bottom walks

Precinct Parks

- Viewing
- Relaxing sitting
- Children's play
- Informal sport
- Picnicking BBQs
- Fishing/Boating
- Outdoor theatre
- Outdoor concerts
- Organised sports if required
- Major events viewing
- Pyrmont Point Park
- Blackwattle Bay Park
- Giba Park
- Pyrmont Bay park
- Distillery Hill Parks
- Specialised activities (rock climbing abseiling)

Local Squares and Parks

- Informal local meeting place
- Sitting relaxing
- Green corridors
- Informal movement corridors
- Viewing
- Art/sculpture displays

Union Square

Pyrmont Bridge Square

Powerhouse Square

James Watkinson Reserve

Quarry Lane Jones St

McKee St Park

Bulwarra Rd and Gipps St
Maybanke Reserve
Elizabeth Healey Reserve
Ada Place
Macarthur St Park
Cliff Bottom Walks

Indoor Leisure Facilities

- Indoor organised sports
- Indoor competitive sports
- John St square
- Sid Feegan

Formal Outdoor Sports Facilities

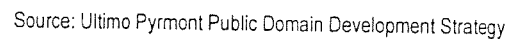
- Organised sports
- Wentworth Park
- Foreshore Promenade/Running events

Water Based Recreation Facilities

- Boating
- Fishing
- Kayaking/Canoeing
- Pyrmont Bay park
- Pyrmont Point Park

Adjoining Regional Recreation Facilities

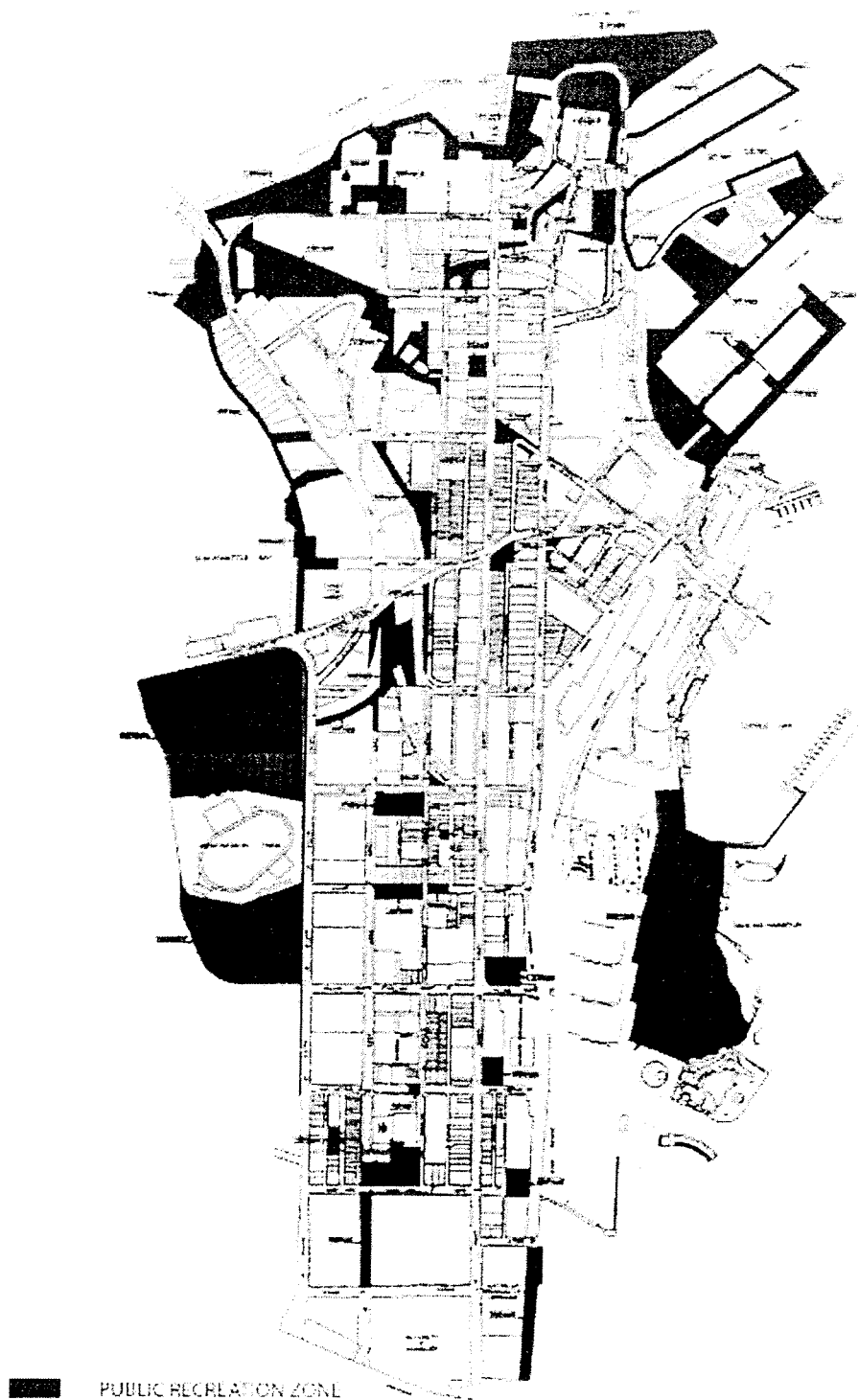
- Organized sports
- Organised festivities
- Major cultural events
- Museums
- Exhibitions
- Conventions and Conferences
- Wentworth Park
- Darling Harbour





- 500m/5mins walk
- regionally significant open space
- steppe open space
- regional foreshore walk
- water recreation zoning





PRYMONT ULTIMO PUBLIC RECREATION ZONE

Source: Sydney Harbour Foreshore Authority

Questions on Notice tabled by C Perry – SHFA Inquiry.**Responses to Attachment A - Questions on probity in the case of the proposed disposal of the Water Police site.**

1. *Details of SHFA's usual probity processes for the disposal of significant assets such as public land.*

This has been addressed in detail in the series of questions in the document Responses to Attachment B.

2. *Whether the usual processes were followed on this occasion? If not why not?*

The usual process for the proposed disposal by leasehold of a site such as the Water Police site would have been to establish a development approval for the site and then offer the site by open competitive tender.

This disposal process did not occur in this instance as the development approval process was terminated when agreement was reached to transfer the site to the City of Sydney for open space use. Accordingly the open tender process never eventuated as the site was no longer subject to competitive disposal.

It is noted that, as the *Sydney Harbour Foreshore Authority Act 1998* prohibits the sale of foreshore land, the City of Sydney is utilising the provisions of the Just Terms Compensation Act to acquire the site.

3. *The name(s) of the independent probity auditor(s) engaged to oversight the processes for the disposal of the Water Police site.*

No probity auditor was engaged to oversight the disposal process as the sale process did not eventuate.

4. *The purpose and scope of work determined for the probity auditor(s)*

As above.

5. *Reports on meetings with the probity auditor(s)*

As above.

6. *Any advice, reports or assessments provided by the probity auditor(s) prior to commencing the process.*

As above.

7. *Progress reports issued by the probity auditor(s)*

As above.

8. *Findings and evaluations by the probity auditor(s) on SHFA's performance and conduct of individual processes eg: project brief, selection of contestants, the design of the architectural competition etc*

This question pertains to the management of a design competition as opposed to a land disposal process.

A probity auditor would not usually be employed for a design competition process for two reasons.

Firstly, a design competition is a process to source potential designs for a particular site, not to sell or lease a site. No asset is being transferred in the process.

Secondly, in the competition process decisions regarding the outcome are in the hands of an independent jury. This process removes the decision making from the organisation and thus negates the need for an auditor to review the organisation's decision making.

SHFA notes that probity auditors, Deloitte were briefed on the competition process prior to commencement and raised no probity concerns. Deloitte would have been engaged as probity auditor for the disposal process had the design approval and sale processes not been terminated, when agreement was reached to transfer the site to the City of Sydney.

SHFA also notes that the competition jury included a community-elected member who has lodged a submission (#118) endorsing the competition process in detail.

9. *Reasons for refusing the offer by the Royal Australian Institute of Architects to design and manage SHFA's architectural competition.*

Oversight of an architectural design competition is within the expertise and experience of the Authority's management. It is also noted that the jury included the National President of the Association of Consulting Architects and a former juror of the Sulman Prize and other major architectural awards.

PARKS/OPEN SPACE TRANSFERRED FROM SHFA TO CITY OF SYDNEY (TRANSFER FINALISED):

SITE
Bulwarra Road Park
St. Bartholomews Park
Mary Ann Park
McCredie Reserve
Clifftop Walk (Off Herbert Street)
Fig Street Open Space

SCHEDULE OF PARKS AND ROADS PROPOSED TO BE TRANSFERRED FROM SHFA TO CITY OF SYDNEY

SITE
John and Jones Street Park Lot 23 DP1008425.
Mary Ann Street Park (larger part of) Lot 11 dP835835.
Saunders Street open space and cliff top Lot 22 DP1008425. Lot 100 DP1013159.

SITE
Giba Park Lot 116 DP872490 Lot 3 DP1045499
Cadigal Avenue, Mount Street Walk and Bowman Street East <i>These roads comprise:</i> Lot 32 DP1010428 Lots 29, 30 and 31 DP1028012 (Lots 29, 30 and 31 DP1010428)
Refinery Drive Lot 18 DP1011428 Lot 29 DP1042979
Point Street Lot 14 DP839315
Quarrymaster Drive Road 18 wide and variable shown in DP859243
Pirrama Road (south) including the extensions into Edward Street and Jones Bay Road Lot 1 DP868787 Lot 6 DP868787 Lot 10 DP867852 Lot 40 DP870306 Lot 105 DP837700
Pirrama Road (north) excluding the Bayview Street overpass Lot 13 DP883135
Pirrama Road Development Site (ex Water Police) Lot 118 DP872490

Pymont Point Park Lot 115 DP872490	
SITE	
Pymont Bay Park Lot 4 DP876763	
Light Rail cutting Lot 21 DP878273 (Air space and columns over rail cutting)	
Murray Street, Union Street and Pymont Bridge Road Lot 202 DP777886 is the intersection.	
Saunders Street Bridge	
Cadigal Avenue South Lot 34 DP1061957	
Antias Avenue/ Distillery Drive- Jacksons Landing Lot 55 DP1072361	
Pirrama Road Lot 11 DP883135	
Pymont (Terraces in Scott Street) Lot 12 DP854942	
Pymont Bay Park (part of) Lot 8 DP876763	

SITES NOT CONSTRUCTED BUT INTENDED FOR TRANSFER TO CITY OF SYDNEY

Darling Island roads and open space Stages 1, 2, 3
Waterfront Park
Open space to be created on Site M (Harris and Scott Street) following completion of development Part of Lot 20 DP878273
Jacksons Landing Promenade Lot 36/ DP 270215
Pymont Point Park Promenade Lot 35 DP 835994

COMMERCIAL SALES (LEASEHOLD/FREEHOLD)**SALES FINALISED OVER A PERIOD OF LAST FIVE YEARS**

Site	Purchaser	Approvals at time of disposal	Process	Type of transfer	Comments
Darling Island Stage 1	Darling Island Sydney Pty Ltd	DA Approved	Open Tender	Leasehold	
Darling Island Stage II	Mirvac	DA Approved	Expressions of Interest	Leasehold	Expressions of Interest followed by negotiations with the only two qualified respondents.
Bullecourt Place	Australand	DA Approved	2 Stage Tender	Freehold	Shortlisted financial proposals followed by design tender process.
M South	City West Housing Pty Ltd	Master Plan	Direct Negotiation	Freehold	Land transferred to Government owned company to facilitate affordable housing
Miller Street	Winten Developments	DA Approved	Expressions of Interest	Freehold	Expressions of Interest followed by Negotiations with only two respondents
Ultimo Aquatic Centre Site	City of Sydney	Master Plan	Direct Negotiation	Freehold	Transfer of land to City of Sydney for aquatic facilities identified in Section 94 Plan
Elizabeth Macarthur Bay	City of Sydney		Direct Negotiation	Freehold with covenant over use	Land to be transferred to City of Sydney for open space.
Promontory	Mirvac	DA Approved	Open Tender	Freehold	
Jones Bay Wharf	Jones Bay Wharf Pty Ltd (Joint Venture between Toga Group and Multiplex)	DA Approved	Open Tender	Leasehold	

PROPOSED SALES

Site	Proposed/Intended Process	Type of transfer	Comments
M North	Open Tender	Freehold	Development Approval prior to sale.
Darling Island-Stage III	Open Tender	Leasehold	Development Approval prior to sale.
Former Government Printing Office	Direct Negotiation of sale of 50% freehold to 45 year lease holder.	Freehold (50% of site)	Direct neg process with leaseholder proposed in response to financial and potential use constraints resulting from the conversion of building to dedicated data-storage use. As direct negotiation is not SHFA's usual method of sale for such sites, SHFA has taken independent probity advice regarding rationale and method of proposed direct negotiation process.

Responses to Attachment B - Questions on disposal of public assets.

1. *What sites in the Pyrmont/Ultimo area have been sold in the past 5 years or are planned to be sold by SHFA or its predecessors?*

Please see the attached table.

2. *Of the sites sold, which were sold by: a) open competitive tender; b) limited or selected tender; c) direct negotiation with no competitive process.*

Please see the attached table.

3. *Who was the purchaser in each case?*

Please see the attached table.

4. *For those sold through methods a or b, which did not go through at least a two stage selection process (express of interest and request for a proposal) what were the reasons for not going through at least a two stage selection process?*

An expression of interest process is beneficial as a prelude to a competitive tender process when there is a need to explore or define the opportunity available from a site. For example – to seek the market's views about the best use or design of a site.

In the case of most sites sold or leased by Sydney Harbour Foreshore Authority, this is not the case as the Authority usually offers sites after the process of defining the development opportunity has occurred through the DA process. When sites are disposed with a DA attached this defines the opportunity for the site and obviates the need or value of an EOI process.

5. *For sites planned to be sold through methods a or b, which are not planned to go through at least a two stage selection process (expression of interest and request for a proposal) what are the reasons for not going through at least a two stage selection process?*

Please see answer 4.

6. *For those already sold or planned to be sold by method c, what are the reasons for not going through a competitive tender process?*

In the case of the Ultimo Aquatic Centre site no competitive process was undertaken as the site was transferred to the City of Sydney for \$1 to assist in the creation of the Ultimo Aquatic Centre.

In the case of the former Water Police Site no competitive process is planned to be undertaken as the site is planned to be transferred to the City of Sydney for \$11M for open space use by the City.

In the case of the former Government Printing Office site, a direct negotiation process with the long-term leaseholder has been proposed in response to particular financial and potential building use constraints.

These result from the recent conversion of the building to dedicated data-storage use, which precludes general commercial office use and therefore precludes a wide range of potential users.

As direct negotiation is not Sydney Harbour Foreshore Authority's usual method of sale for such sites, the Authority has sought independent probity advice regarding the rationale and method of proposed direct negotiation process.

7. *What mechanisms and procedures will be instigated to ensure that all dealings with public lands in Pyrmont and Ultimo will be open and transparent?*

All public land dealings carried out by Sydney Harbour Foreshore Authority in the Pyrmont/Ultimo area are transparent, subject to annual reporting and audit, overseen by independent probity auditing, fall within NSW Govt Probity Guidelines and are most commonly achieved through open competitive processes.

Direct negotiation processes are only entered into when specific site or sale conditions exist that preclude the use of a competitive process. In such cases independent probity advice is sought prior to disposal.