

**Submission  
No 279**

## **INQUIRY INTO SYDNEY STADIUMS STRATEGY**

**Organisation:** Keep Sydney Beautiful

**Date Received:** 28 May 2018

---



**Keep Sydney Beautiful**

**Submission for the**

**Inquiry into the Sydney stadiums Strategy**

**25 May 2018**

[Keep Sydney Beautiful](#) was founded by a group of eastern suburbs Sydney residents to advocate for the protection of the great natural beauty of Sydney and its surrounds.

We work closely with a range of well-established environmental and grassroots community organisations to promote awareness of important environmental and liveability issues in Sydney and beyond.

As Sydneysiders, we appreciate the benefits of our vibrant, culturally diverse, scenically beautiful and prosperous city.

We support sensitively managed development that respects and enhances Sydney's wondrous natural environment and rich cultural heritage.

## Introduction

In preparation for this submission, the team at Keep Sydney Beautiful put together a detailed timeline of the history of the Government's Sydney stadiums strategy (the Strategy). It is attached as an appendix.

Below are our main criticisms of the Strategy. Overall, the Government's pattern of policy backflips, budget blowouts and failure to underpin its Strategy with a well considered economic and social benefit rationale undermine our confidence that the current Strategy represents best value for money and is in the best interests of the people of NSW.

- The cost of the most current Strategy is \$1.5 billion higher than the original \$600 million budget former premier Mike Baird took to the 2015 election. A [ReachTEL poll](#), commissioned by *The Sydney Morning Herald* in March 2018 and taken just before the Government's third policy backflip, showed that almost 60% of voters opposed or strongly opposed the Government's decision to rebuild both the Allianz Stadium at Moore Park and the ANZ Stadium at Olympic Park. In response to the public outcry, the Government reneged on its commitment to knock down and rebuild the 70,000 seat ANZ Stadium. Instead it will receive an \$800 million upgrade, but only after the \$730 million knockdown and rebuild of the 45,000 seat Allianz Stadium is near completion. This decision has brought the projected total Strategy spend down from \$2.6 billion to \$2.1 billion, but it hasn't quelled community and sporting code disquiet about the Strategy.
- Because the Strategy is not supported by a comprehensive business case, the Government has opened itself to attack on many fronts. The Labor Opposition, for example, has already launched an election campaign slogan, "Schools before Stadiums," and vocal sports commentator Peter FitzSimons' [online petition](#) "Stop NSW Government WASTING \$2B Rebuilding SFS & Olympic Stadiums" has secured over 200,000 signatures. Even the sporting codes that use the ANZ and Allianz stadiums have been critical of the Strategy. A spokesperson for Football Federation Australia, for example, [said](#) of the Government's decision not to proceed with a rebuild of ANZ: "We are disappointed that it will not be rebuilt because we believe NSW needs a large capacity, state-of-the-art rectangular venue to remain competitive with the other states." Other critics have [questioned](#) whether attendance figures for the sporting codes that use the Allianz stadium - the NSW

Waratahs, the Sydney Roosters and the Sydney Football Club - warrant an investment in a new stadium, especially one of the same size. For the 2016/17 season, average attendance for the games of the three codes was well below 50% capacity.

- The development of the Strategy was informed by research presented in the [NSW Stadia Strategy 2012](#), prepared by the Office of Sport with assistance from KPMG. The research suggested that NSW has too many stadia, particularly in metropolitan Sydney, and that many stadia in NSW are underutilised with limited community access. These findings were used to argue that future state government funding should be concentrated on the Tier 1 stadiums rather than suburban stadiums and sportsgrounds. Today, this research looks either outdated or faulty, especially in light of Sydney's high projected population growth and recent [press](#) reports about stadium and field shortages across Sydney. Last year, for example, the Cronulla Caringbah Sharks Junior Rugby League Club was forced to relocate from their home ground due to high-rise property development.
- The [2012 NSW Stadia Strategy](#) report stated that sport, as an industry, is a significant contributor to economy, and that stadia play "a vital role within our society, promoting a healthy and active lifestyle, fostering a social network and creating an emotional experience which when combined deliver major benefits to the NSW economy." Yet the report presented no solid statistical evidence to back up its arguments that an investment of substantial public funds in new stadia was warranted. Subsequently, the Government still hasn't disclosed a well researched economic and social benefit rationale. Consequently, unsubstantiated claims from the Government about the economic benefits of the rebuilds has prompted significant criticism. Peter FitzSimons, for example, [referenced](#) the US experience, where the use of public monies to fund expensive stadiums has not proved to be a prudent investment for governments.
- The strategy does not follow the advice of the Government's own [2015 Stadia Strategy Steering Group Implementation Report \(Brogden Report\)](#), which recommended that the Government request significant funding commitments from the operators of the stadiums (currently SCG Trust and Venues NSW) and the major sporting codes. Instead it relies almost entirely on the allocation of funding from the proceeds of two recent asset sales: the electricity assets and the land titles registry. The decision to privatise the Land and Property Information (LPI) was

particularly contentious and only announced after the election. As a consequence, voters haven't been given a choice about how the proceeds of the LPI sale should be invested.

- Further, one of these sources of state government funding is currently [under a cloud](#), because proceeds from the \$2.6 billion sale of the LPI are currently held by Restart NSW - a government fund established in 2011 to enable high priority infrastructure projects to be funded and delivered. Only projects with a benefits-to-cost ratios (BCRs) of one or above are eligible for Restart NSW funding and neither the rebuild of the Allianz Stadium or the refurbishment of the ANZ Stadium meet this criteria, according to Infrastructure NSW [analyses](#).
- The Strategy does not incorporate the Brogden Report's recommendation to create a single governing body to manage the stadiums in order to ensure "competitive neutrality for Government" and to maximise the commercial viability and coordination of sports and events. In doing so, the Government itself has admitted that competing interests have complicated the decision-making process. In 2016, for example, former premier Mike Baird publicly [commented](#) on the difficulty of dealing with "multiple stakeholders and multiple codes with multiple clubs." Premier Berejiklian recently reinforced Baird's sentiments when she [said](#): "I'm not going to deny this is a complicated issue, it's been a complicated issue for years." Yet Paul Doorn, former executive director of sport infrastructure at the NSW Office of Sport and now CEO of Venues NSW, [commented](#) that "the current dilemma for government on the priorities for the redevelopment of the stadia network (e.g. ANZ v Allianz) would not be a problem at all if there was just one governance structure for the whole of the stadia network."
- The Strategy has been overly influenced by the extremely influential SCG Trust, which has mounted an effective and sustained [public and private campaign](#) to secure Government funding for the demolition and rebuild of the Allianz Stadium. The timeline of the Strategy also highlights how the SCG Trust has [lobbied](#) the Government for transport solutions (eg. the light rail) to better connect its sports ground complex to the central business district. Speculation is also warranted that it influenced the [location](#) of the controversial \$38 million government-funded pedestrian bridge to the stadium (the 'Tibby' Cotter Bridge). The scale of the bridge, as well as its inappropriate position away from the most trafficked pedestrian route, only make sense if the SCG Trust succeeds in its long-held goal to build an underground car

park on Moore Park west - land currently owned by the Centennial & Moore Park Trust (Parklands Trust).

- The Strategy does not take into account the pressures that the rebuilt Allianz stadium will place on Moore Park and the surrounding suburbs, one of the city's most densely populated areas where "green space is at a greater premium than ever," according to [remarks](#) made by Wentworth MP Malcolm Turnbull in August 2015. While the Centennial & Moore Park Trust (Parklands Trust) appears supportive of the idea of transforming Moore Park into a premier sporting and entertainment precinct, it has raised serious concerns about the encroachment of stadium onto land owned by the Trust. It has also argued that the SCG Trust has not properly costed in the additional costs associated with crowd disbursement and traffic management in and around the stadium area. Further, the Government has yet to conduct an assessment of the environmental impact of a new and more highly patronised stadium. [KPMG analysis](#), for example, forecasts that a rebuilt state-of-the-art venue will deliver an extra 20 events on average per year and drive an attendance increase of about 15 per cent.

**a) The process by which the Government developed the strategy, including the input provided by Infrastructure NSW, Venues NSW, the Sydney Cricket Ground and other government agencies**

Since September 2015 the Government has announced and re-announced its Sydney stadiums strategy (Strategy) four times and twice updated the strategy within six to eight months of the previous announcement: September 2015, April 2016, November 2017 and March 2018 respectively.

Despite commissioning two reports, the [2012 NSW Stadia Strategy and the 2015 Stadia Strategy Steering Group Implementation Report](#) (Brogden Report), the Government has failed to design a Strategy that meets the stated needs of the various sporting codes that currently use the existing facilities. NRL CEO Todd Greenberg, for example, told the [press](#) that while his organisation supported the latest announcement, he would have preferred a rebuild of the ANZ Stadium in line with the NRL's "memorandum of understanding" with the Government. Football Federation Australia has been vocal in expressing its displeasure: "We are disappointed that it will not be rebuilt because we believe NSW needs a large capacity, state-of-the-art

rectangular venue to remain competitive with the other states," a spokesperson for the organisation said.

The Government has acknowledged that competition between the bodies that manage the stadiums has hampered the development of a cohesive Sydney stadiums strategy, but so far it has ignored the recommendation of the Brogden report to create a single governing entity for the Sydney Cricket Ground, Allianz Stadium, ANZ Stadium and the yet to be completed Parramatta Stadium. Critically, the Brogden report recognised that a single governing body would ensure “competitive neutrality for Government” and was required to maximise the commercial viability and coordination of sports and events. In line with this strategy, on 1 July 2016 the Government paid \$200 million to Stadium Australia to resume control of the ANZ Stadium, which is now managed by Venues NSW, the government agency also responsible for managing stadiums in Wollongong, Newcastle and Parramatta. But, as reported in the [press](#), in January 2017 the Government reneged on its promise to bring the SCG Trust into the fold.

The consequence of the Government’s decision to allow the SCG Trust to remain as a stand-alone entity has contributed to a series of Government backflips and a current strategy that is not optimal for the sporting codes using the stadiums or for the people of NSW. As Paul Doorn, former executive director of sport infrastructure at the NSW Office of Sport and now CEO of Venues NSW, rightly [observed](#): “The current dilemma for government on the priorities for the redevelopment of the stadia network (e.g. ANZ v Allianz) would not be a problem at all if there was just one governance structure for the whole of the stadia network.”

The summary below highlights the twists and turns in the development of the Strategy, and is presented to highlight how the Government has responded to pressure from stakeholders and in particular the SCG Trust:

- Up until 2015, responsibility for the development of the Government’s Strategy rested with the Minister for Sports and Recreation. In 2012, former Sports Minister Graham Annesley released the [NSW Stadia Strategy 2012](#), prepared by KPMG and the Office of Sport. It argued that future public funding should be concentrated on stadiums at Moore Park and Olympic Park rather than suburban sports grounds. The Strategy referred to evidence that suggested NSW has too many stadia, particularly in metropolitan Sydney, and that many stadia in NSW are underutilised with limited community access. It recommended

the refurbishment/rebuilding of the ANZ and Allianz Stadiums and a new Tier 1 stadium in western Sydney.

- The campaign by the SCG Trust to make rebuilding Allianz Stadium a government priority began in earnest in 2012. In the [SCG Trust's 2011/2012 Annual Report](#), for example, former SCG Trust Chairman Rodney Cavalier AO argued that the state made a mistake in concentrating its sports spending so far out of the CBD: "The profound sadness was that, in spending more than any other state on a single event that hosts sports otherwise without a popular following, NSW had facilities in the wrong part of its capital city...The consequence is that, in 2012, NSW is the sick man of Australian sport...That assessment is not open to objective dispute." In 2012, the SCG Trust also released what it describes as a "[grand vision](#)" [master plan](#) for the Sydney Cricket Ground and Allianz Stadium. While this plan didn't propose rebuilding the Allianz Stadium, it did recommend a substantial refurbishment, which included a new extended or fully covered roof, a new public plaza linking the stadium with the Sydney Cricket Ground (SCG) and a LED facade mesh for the stadium's exterior. It also proposed the building of two underground car parks, one on the current MP1 car park (1,600 cars) and on the western Moore Park side of Anzac Parade for 2,500 cars. The plan also discussed new transport infrastructure covering light rail, buses and a new network of pedestrian routes linking the precinct to the city, Central, and Paddington.
- In 2014, Stadium Australia, which at the time operated the ANZ Stadium at Olympic Park, [requested](#) \$350 million in government funding for a retractable roof and movable seating to convert the ground to rectangular games while retaining the games while retaining the flexibility to host cricket and AFL.
- In January 2015, the Minister for Sport Stuart Ayres formed the Stadia Strategy Steering Group (SSSG) to develop an implementation [report](#) on the future vision for the stadiums. The SSSG comprised of John Brogden – Independent Chairman; Tony Shepherd – Chairman, SCG Trust; John Quayle – Chairman, Venues NSW; and Daryl Kerry – Managing Director, ANZ Stadium. The Group was charged with providing advice to Government on the location, scope, capacity and sequencing of key stadia projects in the Moore Park Precinct and Parramatta/Sydney Olympic Park and potential options for an outer Western Sydney stadium in the future.



The report made five recommendations for a stadia building program in the following order of priority:

- *Immediate*: a new dedicated rectangular stadium in Central Western Sydney with a capacity of 30,000 seats to host Rugby League, Rugby Union, Football matches and concerts to replace the existing Parramatta Stadium.
- *3 to 5 years*. Construct Australia's largest, dedicated world-class rectangular stadium near the Sydney CBD with a capacity of 55,000 to 60,000 seats to host Rugby League, Rugby Union, Football matches and concerts in the Moore Park precinct to replace the existing Sydney Football Stadium.
- *3 to 5 years*. Construct a 15,000 seat indoor sporting arena in or around the Sydney CBD for major indoor sporting events including tennis, basketball and netball.
- *5 to 8 years*. Upgrade Stadium Australia with the installation of a roof to provide Sydney with Australia's largest roofed stadium, increasing the opportunity for content in Sydney's largest stadium. Consider constructing retractable seating in the lower bowl to allow for rectangular sports.
- *10 to 15 years*. Construct a new dedicated rectangular stadium in Greater Western Sydney with a capacity of 30,000 depending on present and forecast sporting and event requirements.

The Report stated that the Stadia Strategy would require a commitment of \$1.5 billion over the next eight to ten years (more than double the \$600 million former Premier Baird had committed to at the last election). It envisaged that funding would need to be obtained from the following sources:

- a direct contribution from Rebuilding NSW (Restart NSW)
- borrowings by the SCG Trust (or the single governing entity as the case may be)
- the capitalisation of surplus Sydney Olympic Park Authority lands, and
- contributions from the major sporting codes.

Importantly, the Brogden report recommended a single governing entity be established over the Sydney Cricket Ground, Sydney Football Stadium, Stadium Australia, Parramatta Stadium, the new 15,000 seat indoor facility and the new Greater Western Sydney Stadium to maximise commercial viability and the coordination of sports and

events. It argued that a single governing body is “critical to retain and attract sporting and major events to NSW and to ensure competitive neutrality for Government.”

The report also highlighted that the success of its stadia strategy relied on Government overcoming the restriction of the Material Adverse Effects clauses in its contract with Stadium Australia, which were designed to significantly limit stadia development in order to protect the competitiveness of the Stadium Australia operated ANZ stadium. It noted that the SCG Trust and the Stadium Australia Group have signed a Heads of Agreement whereby the control and operation of ANZ Stadium is returned to the NSW Government (via the SCG Trust). (Note: In 2017, Stadium Australia received a \$200 million payment as government compensation for the termination of its contract. Control of the ANZ Stadium was given to Venues NSW.)

- In September 2015, the Government [announced](#) that it would spend \$1.6 billion on its Sydney stadiums strategy. It broadly followed the funding priorities of the Brogden report, endorsing its recommendation for a new 30,000 seat stadium in Parramatta at a cost of \$300 million as the highest priority. The second priority would be a new 55,000 seat stadium to replace Allianz Stadium and the third priority would be an upgrade to ANZ stadium to bring the seating closer. Earlier [reports](#) also suggested that the rebuild of the Allianz Stadium would include an underground carpark and training facilities and will be serviced by a new light-rail service running from the CBD to Randwick. Two important [caveats](#) of the Cabinet decision were: 1. Construction of the Allianz Stadium was contingent on agreements being signed with sporting clubs to ensure enough fixtures were played at both stadiums to justify the spending, and 2. the new Allianz Stadium had to be built on SCG land.
- Following the Government’s announcement of its stadia strategy, the SCG Trust seemed to ignore government advice that the new Allianz Stadium be built only on SCG sports ground land. In February 2016, the SCG Trust [circulated](#) plans to the relevant sporting clubs that were in direct contradiction to the NSW Government’s Cabinet requirement that the stadium be rebuilt of SCG Trust land. The Sports Minister Stuart Ayres also made conflicting statements in the [press](#) about where the new stadium should be built, telling the ABC, for example, that the “If you move the stadium, for instance, the space where the existing stadium is can be redeveloped as open recreational space.”

- In April 2016, the three sporting organisations that play at Allianz - the Roosters, Sydney Football Club and the Waratahs - [claimed](#) that Mr Ayres and the SCG Trust privately assured them that they would not have to relocate, because the new stadium could be built on Centennial and Moore Park Trust land while the old one remained standing. It was also [reported](#) that Mr Ayres was not able to convince Sydney's NRL clubs to commit to playing at least 65 games at either ANZ stadium or a new stadium at Moore Park - one of the two Cabinet conditions placed on the rebuilds/renovations proceeding. Apparently, the clubs were particularly reluctant to commit to playing at Moore Park, when the majority see their demographic future to the city's west. As a consequence, Mr Baird had apparently given the NRL clubs the chance to change the direction of stadium funding, if they would prefer the bulk of the money spent at ANZ.
- In April 2016, former premier Mike Baird [announced](#) a new Strategy at a cost of \$1.6 billion. The plan reversed the Government's previous decision to rebuild Allianz and instead made the conversion of ANZ into a rectangular field a priority. Commenting on the decision, Baird said: "This was never going to be an easy process. There are multiple stakeholders, multiple codes with multiple clubs, we need to ensure that we get it right." The press reported that the decision not to rebuild Allianz was an "humiliation" for Mr Ayres, who alongside the SCG Trust had campaigned for a brand new stadium to be built at Moore Park and a more minor upgrade to be delivered at Olympic Park. Mr Ayres had previously told 2GB presenter and SCG Trustee Alan Jones that an upgrade of Allianz Stadium would not work. "The bones of that building simply don't meet the modern standard for stadiums," he said. "I'm not going to expose the taxpayer to a renovation that doesn't deliver a world-class outcome when that is our primary objective." Mr Baird also handed responsibility for future stadium policy to Infrastructure NSW, an agency not under Mr Ayres' control.
- Apart from complaints by the sporting codes that the original stadia strategy didn't meet their needs, the change seems to have been prompted by local community outcry over the redevelopment of the Allianz Stadium. In August 2015, for example, high profile politicians like Wentworth Liberal MP Malcolm Turnbull [called](#) for an end to the "pattern of secret plans" for Moore Park and for transparency from the Parklands Trust, the SCG Trust and the state government. Turnbull further stated that the Government, the Parklands Trust and the SCG

Trust should consult with the community: “If they do so they will find strong support for the defence of the parklands and, across the city, many people are baffled why Western Sydney’s stadiums are being overlooked.”

- The position of the Parklands Trust regarding the redevelopment of the Allianz Stadium has long been confusing, especially with respect to allowing Moore Park to be used for car parking and ancillary facilities to support the Allianz Stadium and the Sydney Cricket Ground. In July 2015, for example, details from [Moore Park Directions 2040](#), a confidential development plan prepared for the Centennial & Moore Park Trust, were leaked to the media. This plan seemed to endorse the SCG Trust’s 2012 master plan, which incorporated a whole of precinct approach to the Moore Park area and called for the upgrade and improvement of neighbouring facilities, transport, parking and pedestrian access. Similarly, *Moore Park Directions 2040* recommended the construction of a 3,000 space carpark under Moore Park west, the same location suggested in the SCG Trust’s 2012 master plan. It also supported the proposal in the SCG Trust master plan to make Driver Avenue a pedestrian boulevard. Another big idea was the conversion of the Entertainment Quarter, the Hordern Pavilion and the Royal Hall of Industries into a sports and entertainment precinct. At the same time, however, the [press](#) reported that Parkland Trust’s Chairman Tony Ryan told Mr Brogden that he had serious concerns about land under its control being used to build the new stadium: “Think again, there’s been no thought, no consideration, no consultation and no analysis of the issues we confront here every day already,” Mr Ryan reportedly said.
- In response to the Government’s decision not to rebuild Allianz, the SCG Trust mounted a campaign to convince the Government that the stadium was in a terrible state of disrepair. In September 2016, for example, SCG Trust Chairman Tony Shepherd [wrote](#) to Mr Ayres to explain that “critical” safety, security and compliance costs for the Sydney Football Stadium had been costed by independent consultants at \$130 million. Shortly thereafter, [press articles](#) began circulating about the stadium’s poor state, and in September 2017 the SCG Trust advised the sporting codes that its independent certifiers could only guarantee the stadium’s continuing operation for three more years without an urgent injection of funds. (In March 2018, Infrastructure NSW released the [Final Business Case Summary: Sydney Football Stadium](#). It put the repair costs at around \$341 million.) The SCG Trust

also began a campaign for a new, smaller stadium of 40,000 seats that would fit on its original site. The [press](#) reported that this new proposal seems to have won the support of Venues NSW, which was now in control of ANZ Stadium.

- In November 2017, Premier Gladys Berejiklian [announced](#) that rather than refurbishing the ANZ Stadium at Olympic Park to bring the seats closer to the field, ANZ Stadium would be replaced by an entirely new stadium estimated to cost \$1.25 billion. The Premier also announced that Allianz Stadium would be replaced by a brand new \$705 million 45,000 seat rectangular stadium. The rebuild decision for both stadiums pushed out the cost of stadium spending from the \$1.6 billion, originally proposed by the former premier, to about \$2.5 billion, which also included about \$300 million to rebuild Parramatta Stadium and the \$200 million spent buying back the lease for the ANZ Stadium. The Premier also announced that the package included a deal to keep the NRL grand final in NSW for the next 25 years.
- Significantly, all of the sporting organisations expressed [support](#) for the plan. NRL chief executive Todd Greenberg said it was a “momentous day” for players and fans. The SCG Trust said the plan was “common sense” and without the extra investment the venue would have shut down. But community and political opposition to the new plans grew quickly. Within days of the Premier’s announcement, prominent sports commentator Peter FitzSimons launched an [online petition](#) to object to the amount of money being spent on the new stadiums. The petition asked that a \$1 billion of the spend be redirected to desperately needed community sporting facilities and other community resources like schools, hospitals, theatres, galleries, homeless shelters and the like. Over 200,000 people have now signed his petition.

In November 2017, the press [reported](#) that a coalition of state MPs and the Sydney Lord Mayor had called for an urgent meeting with the premier to discuss growing community alarm about plans for Moore Park. The coalition’s letter said that there was “growing community alarm about the lack of public information and consultation for proposals regarding Allianz Stadium, Alexandria to Moore Park road widening, the former Showground Entertainment Quarter, Hordern Pavilion and Royal Hall of Industries, Driver Avenue and traffic and car parking”. The letter was signed by Lord Mayor Clover Moore, Sydney state MP Alex Greenwich, Heffron state MP Ron Hoenig and Newtown state MP Jenny Leong. With reference to the development of the

Strategy, the letter said: “We are concerned that the NSW Government is holding private discussions with vested interests on a series of proposals that would further reduce and commercialise this precious public land without consulting local communities...In the 200 years since Governor Lachlan Macquarie dedicated it as open space, Centennial Park and Moore Park have been reduced to a third of the original 450 hectares.” Further complicating matters for the Government, was the release in March 2018 of a [ReachTEL poll](#) which showed that almost 60% of voters opposed or strongly opposed the Government’s decision to rebuild both stadiums.

- As the pressure mounted on the government to scale back the cost of its stadiums strategy, the Sports Minister, the SCG Trust, Venues NSW and the sporting codes all jockeyed for their preferred outcome. For example, in February 2018, Sports Minister Stuart Ayres [warned](#) that the Allianz Stadium was on “life support” and cannot continue to be patched up even with hundreds of millions of dollars of “Band-Aid solutions.” The Minister’s case was bolstered by a leaked KPMG report (commissioned by the Government) that put the [cost of repairs](#) to Allianz at around \$500 million and argued that the alternative of a simple refurbishment would have “significant capital costs for marginal improvements” and would deliver “significantly negative net economic outcomes.” In contrast, the press reported that Venues NSW’s Chair Christine McLoughlin had [questioned](#) the business case for Allianz, asking in a letter to colleagues whether the crowds would fill it? The coalition of MPs letter to the Premier also cited statistics that showed the stadium was rarely full with an average of only 40% capacity across the NRL, Super Rugby and A-League.

But doubt was also cast on the case for rebuilding the ANZ stadium. A February 2018 [press report](#) claimed that Infrastructure NSW identified that the costs for a demolish/rebuild are likely to be far higher than the \$1.25 billion quoted in the KPMG report, which had informed the Government’s business case. The article went on to say that “speculation within the Government suggests that the ANZ rebuild - strongly supported by the National Rugby League - could be the project to suffer in any back down because Mr Ayres is wedded to the reconstruction of Allianz Stadium.”

- In March 2018 NSW Premier Gladys Berejiklian [abandoned](#) plans to knock down and rebuild ANZ Stadium but committed to the proposal to rebuild Allianz Stadium as a “world-class” stadium for a total cost of \$730 million. She said that the new plans to refurbish the 70,000-seat

ANZ Stadium would now cost \$810 million - half a billion dollars less than originally proposed, thus bringing the total stadium spend in the vicinity of \$2.1 billion. In some respects, the revised decision on the future of the ANZ Stadium made sense. Critics had been baffled why the Government had ignored advice from Ed Obiala, the engineer who had overseen its original construction. He had previously advised Stadium Australia that a \$780 million renovation would turn the ANZ Stadium into one of the world's great modern stadiums.

**b) modelling of the cost benefit analyses that informed the strategy, including the compliance of such modelling or analyses with Restart NSW Fund Act**

Before embarking on a discussion of the cost benefit analyses that has informed the Strategy, important questions need to be asked about how the Government has shaped its funding commitments for the Strategy.

The cost of the current Strategy to the state is almost four times the amount pledged at the last election and, as previously highlighted, it relies on using funds from the sale of two significant state assets.

The sale of the LPI, which was not flagged at the last election, was particularly [controversial](#). Groups such as the Law Society of NSW, the Real Estate Institute of NSW and the Institution of Surveyors NSW had warned that the integrity of a "world class" land titles system, which underpins billions of dollars in economic activity and \$1.2 trillion dollars' worth of real estate, was at stake. Surely, the public has a right to expect that funds from these precious and profitable state assets are directed to equally worthwhile state government assets?

To date, the Government still hasn't announced the scale of the contributions to the Strategy it expects from the sporting bodies and codes. Requesting contributions from government appointed authorities like the SCG Trust and Venues NSW is not without precedent. SCG Trust Chairman Tony Shepherd noted, for example, in the Trust's [2014/2015 annual report](#) that the original stadium "was funded entirely by the Members of the Sydney Cricket and Sports Ground Trust. Its ongoing operation and maintenance has not cost the NSW taxpayer a single dollar since the doors opened."

Based on NSW Treasury and Infrastructure NSW [analyses](#), the business-to-cost ratios (BCRs) for the rebuild of the Allianz Stadium and the

refurbishment of the ANZ Stadium are lower than one, meaning the costs are higher than the projected benefits. Consequently, they do not meet the Government's own funding criteria for access to Restart NSW, which currently holds the proceeds of Government asset sales, including the \$2.6 million received from the sale of the LPI. Further, the Government has so far failed to release evidence that quantifies the economic and social benefits of its Strategy.

**c) Economic and social justifications for the strategy, including experiences in other jurisdictions and relevant academic literature.**

The Government has argued that the [rationale](#) behind its Sydney stadiums strategy is to raise Sydney's stadiums to a level beyond those in other cities and therefore make Sydney more competitive in the sports tourism market. When former premier Mike Baird, for example, announced in September 2015 that the Government would invest \$1.6 billion in its strategy, he remarked, "[Sydney has] fallen behind the rest of the nation. We've fallen behind the rest of the world, and what we want to do is put us back on top."

Baird's comments are in line with the rationale presented in the [2012 NSW Stadia Strategy](#), which stated that sport, as an industry, is a significant contributor to economy, and that stadia play "a vital role within our society, promoting a healthy and active lifestyle, fostering a social network and creating an emotional experience which when combined deliver major benefits to the NSW economy." It also argued that "spectators today expect more from the match day experience, especially in major international and national competitions."

Surprisingly, perhaps, the above report presented no statistics to back up its argument about the economic and social benefits of stadia. The lack of solid evidence and unsubstantiated claims from politicians about the benefits of the rebuilds have prompted scathing [criticism](#) from politicians and in particular sports commentator Peter FitzSimons.

To support his argument that spending vast amounts of taxpayer money on stadia is uneconomic, FitzSimons' referenced the US experience. The [quote](#) below is from Professor Stephen F Ross, the Executive Director of the Penn State Center for the Study of Sport in Society:

*American economists have pretty much demolished the argument that stadium construction is a prudent public investment ... A strategy based on massive construction of multiple large stadia is unwise ... Despite*



*not knowing any of the major decision-makers, I must take respectful issue with the implication of your article that these men and women are either irrational or stupid. I would encourage you ... to dig further and to report on who stands to win and who stands to lose from these proposals. I suspect, as a rank outsider, that this will reveal a perfectly rational strategy to use taxpayer dollars to achieve some private purpose.*

Infrastructure NSW provided the following [rationale](#) for the rebuild of the Allianz Stadium:

*Rebuilding the stadium will deliver a vibrant cultural and sporting hub, and a venue that redefines the spectator experience – up to 45,000 seats with complete weather protection, state-of-the-art technology, and modern food and beverage offerings. Revitalising the precinct will continue the transformation of Moore Park into a premier sporting and entertainment precinct, connected to the city by the new Sydney CBD and South East Light Rail. The stadium footprint will shift slightly, opening up the precinct and allowing it to be better integrated with the surrounding neighbourhoods, including Moore Park and Paddington as well as EQ and the parklands.*

#### **e) the management and adequacy of safety and maintenance at Allianz Stadium.**

Up until 2015, the annual reports of the SCG Trust were unfailingly complimentary of the condition of the Allianz Stadium, and the SCG Trust's success in managing its operations and maintenance without reliance on government funding. In commenting on its bold vision for a new stadium, SCG Trust Chairman Tony Shepherd made the following observation in the [2014/2015 annual report](#):

*Our vision is bold, but no bolder than when the Sydney Football Stadium was opened in 1988 as a Bicentennial Project. It was funded entirely by the Members of the Sydney Cricket and Sports Ground Trust. Its ongoing operation and maintenance has not cost the NSW taxpayer a single dollar since the doors opened. The SFS was a public-private partnership project before that term became fashionable. It set the global standard then and that is our aim again.*

These remarks echoed commentary made by the former chairman, Rodney Cavalier, in the [2011/12 report](#). As the excerpt below highlights, he could not have written

more enthusiastically about the SCG Trust's success in managing its venues, especially in relation to other sports venue operators in NSW:

*Capital invested at the SCG and the football stadium makes a return from the first day of operations sufficient to meet maintenance and depreciation and then some. Any other location in NSW, capital investment requires subsidies unending from government, municipalities, codes or banks. No other venue in NSW operates at a surplus and none ever will. The viability of these grounds became an excuse not to meet an obligation in advancing their potential. It was as if the glory of these venues was reason in itself to leave the venues to the capable people responsible for their care, control and management.*

SCG Trust annual reports from 2012 through 2016 highlight the following upgrades to the Allianz Stadium:

- The redevelopment of Allianz Stadium Level 3
- Completion of the Allianz Stadium forecourt refurbishment
- Upgrade of corporate areas of Allianz Stadium
- Fitting of LED signage
- Installation of free wi-fi and IPTV technology
- New video superscreens at Allianz Stadium, which are the largest of any rectangular stadium in Australia.

Only after the SCG Trust's bid to build a new stadium was knocked back in April 2016 were serious alarm bells raised about its maintenance issues. As previously mentioned, in September 2016, for example, Mr Shepherd [wrote](#) to Mr Ayres to explain that "critical" safety, security and compliance costs for the Allianz Stadium had been costed by independent consultants at \$130 million. Shortly thereafter, [press articles](#) began circulating about the stadium's terrible condition, and in September 2017 the SCG Trust advised the sporting codes that its independent certifiers Blackett, Maguire and Goldsmith could only guarantee the stadium's continuing operation for three more years without an urgent injection of funds. Three months later, a KPMG report, commissioned by the Government but not yet released to the public, put the [repair costs](#) at around \$500 million. It noted that it would cost \$141 million for a "first instalment" of "remedial works" just to keep the stadium open — which would only extend its life "by up to five years, say to 2021."

Surely, serious questions need to be asked about the credibility of the SCG Trust's recent safety and maintenance reports for the Allianz Stadium, especially given its previous assurances about its excellent condition. Why was it choosing to invest in stadium upgrades instead of basic maintenance if safety concerns were so pressing? Previously undisclosed revelations about Allianz's parlous state also call for an independent assessment of the SCG Trust's competence and future role.

## **i) Options to protect, preserve and expand green space at Moore Park**

Even before the Allianz Stadium was built in the mid 1980s, critics were questioning whether Moore Park was the right place for a large-scale commercial sports venue. The former state member for Bligh, Michael Yabsley MP, was very critical of the government's decision to erect a sports stadium on redundant army land previously owned by the Commonwealth and only transferred to the state on the condition that it would be used for "public recreation." He questioned how a stadium that will carry a joining membership fee of \$2,000 could be considered 'public.' He also described the suburbs surrounding Moore Park as being a "densely populated area in every respect" which had "reached saturation point."

In the 200 years since Governor Lachlan Macquarie dedicated it as open space, Centennial Park and Moore Park have been reduced to a third of the original 450 hectares. Yet, over the years, successive governments have reduced recurrent funds for the parklands, putting unnecessary pressure on the Parklands Trust to commercialise some of its operations in order to generate income. The contribution from the state government to the Parklands Trust's recurrent budget, for example, is less than 5% of the park's total budget, and government grants for capital works are ad hoc and insufficient.

This submission has already highlighted repeated attempts by the SCG Trust to takeover land under the control of the Parklands Trust. The Tibby Cotter Bridge, for example, was built on Moore Park land, and is [viewed](#) by critics as a Trojan Horse - just stage one of a plan to the build of a huge underground car park under Moore Park west. Further, the Sydney Cricket and Sports Ground Act 1978 exempts the SCG Trust grounds entirely from any application of the Environmental Planning and Assessment Act 1979 and the Local Government Act 1993. This has allowed for the building of new structures and facilities around the stadium without the need for environmental impact statements. Undoubtedly, the addition of car parks, sporting facilities and clinics on SCG Trust land have removed green space and added to congestion in the areas surrounding the parklands.

As mentioned previously, last year the Parklands Trust released the [Moore Park Master Plan 2040](#) master plan document. While the final version of the plan abandoned plans to build underground car parks for stadium patrons under Moore Park west, it still advocates turning Moore Park into a vibrant sports and entertainment precinct. As a consequence, the plan foreshadows the Parklands Trust's support for an overhaul of the current state government planning controls for Entertainment Quarter, which currently limit the use of the site for "furthering the development of Sydney as a world class film, television and video production centre". The restriction covers the entire former showground precinct, which now

includes Fox Studios, the Entertainment Quarter, the Hordern Pavilion, the Royal Hall of Industries and the Centennial Parklands Equestrian Centre.

The Entertainment Quarter lease is now owned by Carsingha, a private consortium that [plans](#) to spend up to \$500 million redeveloping the site if the controls are changed and its lease is extended. Shortly after buying the lease in 2014, Carsingha principal Gerry Harvey enthusiastically remarked that “there is about 26,000 square metres that can be redeveloped and we will look at all options, including a hotel, pubs, serviced apartments and an updated retail sector.” Such an extensive redevelopment will surely put even more pressure on the very well utilised parklands and its surrounds.

Critics are also concerned that the Parklands Trust is not complying with its duties, which as stated in The Centennial and Moore Park Trust Act 1983 (the Act), are to:

- maintain and improve the Trust lands
- to encourage the use and enjoyment of the trust lands by the Public by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands
- to maintain the right of the public to the use of the Trust lands
- such other objects, consistent with functions of the trust in relation the trust lands, as the trust considers appropriate.

Both the public and many politicians were [critical](#), for example, of the Parklands Trust’s failure to forcefully object to the cutting down of so many trees on Moore Park land along Anzac Parade for the construction of the CBD and South East Light Rail. Some of the trees were of important historical significance because they were planted to commemorate the WW1 veterans return from the war. Similarly, trees and land were lost for the construction of the Tibby Cotter Bridge, which was built on Moore Park land.

Last year, the [press](#) reported that according to the Act, the Trust is meant to have seven trustees appointed by the Environment Minister, and an eighth appointed as a representative of community groups. But for the past two years it’s only had five government appointed trustees. Greens MP Mehreen Faruqi, who raised this matter with the Government, said that it looks like the government does not want a properly constituted Board. “One can only assume it suits the Government not to have strong trustees who get in the way of their agenda,” Dr Faruqi said. “We have seen chaos at the Centennial Park and Moore Park Trust with the continued failure to defend public land and the environment, including the loss of trees for the light rail and the resumption of land for the white elephant, the Tibby Cotter Bridge,” she said.

By way of comparison, we note that 20 million people a year [use](#) the Parklands, ten times more per annum than the estimated patronage for the Allianz Stadium and the Sydney Cricket Ground combined.

## Conclusion

We believe that the evolution of the Government's Strategy highlights a pattern of decision making that unfortunately is not an isolated case within Government. We note, for example, that the Acting Auditor General's [report](#) on the Albert "Tibby" Cotter Walkway stated that "Transport for NSW and RMS could not provide evidence of a compelling economic or financial argument to support the construction of the Walkway or for the tight deadline," and "the processes they adopted to provide assurance of the project's value for money were not adequate." Further, "there was no final business case and no Gateway review as required by the government's project assurance system. RMS never clearly demonstrated that the Walkway should be built."

We fear that the Government's decision not to release the full business cases that support its strategy for the Sydney stadiums risks a situation where the Auditor General or other independent oversight bodies will not be able to assess the merits of the Strategy before work commences.

In conclusion, we would like offer the following recommendations for the Public Works Committee's consideration:

- That all approvals relating to the Stage One development application for the demolition of the Allianz stadium as required under the State Significant Development process, including the concept design for the new stadium and surrounding retail and function uses, be postponed until after the next election. This will give the Government an opportunity to seek a mandate from the people of NSW for its stadia redevelopment strategy.
- That the Independent Commission Against Corruption (ICAC) investigate whether appropriate anti-corruption safeguards are in place to protect the planning and delivery of the state's infrastructure projects. We note that in 2012, ICAC released a report on "Anti-corruption safeguards and the NSW Planning System," which provided invaluable insights and made a number of excellent recommendations.

In the case of infrastructure projects like the redevelopment of the Sydney stadiums, we are very concerned about the independence of private consulting companies commissioned to provide government advice. We also

question how the practice of declaring documentation and correspondence as “Cabinet” or “commercial” in confidence can promote Parliament’s or the public’s confidence in Government decisions.

- That an inquiry is made into the governance of the SCG Trust and whether its continued existence is justified.
- That an inquiry is made into the governance of the Centennial and Moore Park Trust and whether it is complying with its duties as outlined in the Centennial and Moore Park Trust Act 1983.
- That an inquiry is made into whether the Centennial and Moore Park Trust Act 1983 needs to be strengthened to better protect the parklands from encroachment and over-commercialisation.
- That the Government look at funding models used for parklands in different states and countries to reduce funding pressures on the Parklands Trust. In Melbourne, for example, local councils charge ratepayers a modest annual fee that goes to the state government to fund Parks Victoria, Zoos Victoria, the Royal Botanic Gardens and Shrine of Remembrance. The fees help to alleviate the need for over-commercialisation and encourage a sense of collective ownership.
- That the three parks under the control of the Parklands Trust - Moore Park, Centennial Park and Queens Park - are nominated for national heritage protection, and that the Prime Minister and Member for Wentworth Malcolm Turnbull is asked to lead the nomination process in order to ensure its swift passage and success.

## Appendix

### Timeline of the Sydney stadiums strategy

#### Incorporates:

- The history of rebuild/refurbish proposals for the Sydney's stadiums with a specific focus on the [Sydney Cricket & Sports Ground Trust's \(SCG Trust\) Allianz Stadium](#)
- The evolution of the [Centennial & Moore Park Trust's Moore Park Masterplan \(The Parklands Trust\)](#) including the proposals for the redevelopment of the [Entertainment Quarter](#)

**17 October 1985:** Michael Yabsley, MP for Bligh, tells the Legislative Assembly that he is alarmed that the Army Engineers Depot, transferred to the State from the Commonwealth in 1981, is to be used to erect a sports stadium (the now [Allianz Stadium](#)) adjacent to the side of the Sydney Sports Ground. He says a condition of the transfer to the State was that the land should be used for "public recreation," but the new stadium will carry a joining membership fee of \$2,000. He notes that the south Paddington area, already at the time home to the Sydney Cricket Ground, the Sydney Sports Ground and the Royal Agricultural Society, is a "densely populated area in every respect" and has "reached saturation point." Yabsley says that no environmental impact statement was undertaken before the project was approved and community consultation was minimal. He notes that other areas in Sydney, including the western suburbs, "are crying out for that sort of facility."

**1990s:** [The Sydney Cricket & Sports Ground Trust \(SCG Trust\) tried and failed to win the bid to manage what became ANZ Stadium at Olympic Park.](#)

**2010:** [The SCG Trust tries to convince then current Labor government to hand it parts of Moore Park that were under the management of the neighbouring Parklands Trust.](#) After spirited local opposition – "Do we really need more car parks for the SCG?" asked the MP for Wentworth, Malcolm Turnbull – the plan was defeated.

**2011/2012** [The SCG Trust's annual report's 'Key Achievements' for the past year notes that "work is underway on Allianz Stadium level 3 eastside redevelopment".](#)

**2011 - 2014** [The SCG Trust contributes to the government's working group for developing light rail and infrastructure improvements](#) in Moore Park.

**Early 2012** [Prime minister Julia Gillard and Premier Barry O'Farrell announce their governments will contribute \\$50 million and \\$86 million respectively to a major upgrade of parts of the SCG.](#)

**June 2012** [The NSW Infrastructure Recreation and Arts Baseline Report, prepared by PWC, says that following “recent substantial investments in stadiums, a lower ongoing allocation is recommended - \\$15 million is suggested but additional analysis of priorities for these venues and the impacts on commercial revenue of recent upgrades is required to determine an appropriate amount.](#) These amounts should be indexed over time (an index of 2% pa has been applied to the forecasts in the graph.) It also recommends that arts funding be prioritised: “A regular Arts allocation consistent with historical levels of around \$55 million per annum excluding the Opera House is made from 2016-17 to allow effective planning and prioritisation of capital works to maintain and improve the functionality of existing arts venues.”

**2012:** Former [SCSG Trust](#) Chairman Rodney Cavalier AO writes in the Trust's [2011/2012 annual report](#) that the state had made a mistake in concentrating its sports spending so far out of the CBD: "The profound sadness was that, in spending more than any other state on a single event that hosts sports otherwise without a popular following, NSW had facilities in the wrong part of its capital city... The consequence is that, in 2012, NSW is the sick man of Australian sport.. That assessment is not open to objective dispute."

In the same report, Cavalier argues that the [SCSG Trust](#) built the SCG and football stadium to an asset value of more than \$600 million. He states that government contributions up until 2012 were only \$52 million.

Cavalier also makes a strong case for further government capital investment, arguing that the SCG and the football stadium are unique to NSW because they make a surplus:

*Capital invested at the SCG and the football stadium makes a return from the first day of operations sufficient to meet maintenance and depreciation and then some. Any other location in NSW, capital investment requires subsidies unending from government, municipalities, codes or banks. No other venue in NSW operates at a surplus and none ever will. The viability of these grounds became an excuse not to meet an obligation in advancing their potential. It was as if the glory of these venues was reason in itself to leave the venues to the capable people responsible for their care, control and management.*

**July 2012:** The [SCG Trust](#) releases on its website what it describes as a “grand vision” [master plan](#). The SGT Trust Chief Executive Jamie Barkley describes the plan as incorporating “a whole of precinct approach which involves upgrading and improving facilities, transport, parking and pedestrian access.”

Key features of the master plan are:



- Completion of the new Northern Stand, (now completed at the SCG)
- Redevelopment of the Churchill, Brewongle and O'Reilly Stands
- A new public plaza between the SCG and Allianz Stadium which allows direct access between Paddington and Moore Park. The Plaza would become a live site, complete with video screens on event days, plus cafes and restaurants
- A new extended or fully covered roof over Allianz Stadium
- A new LED facade mesh for Allianz Stadium which would allow the exterior to change colours to suit the home team
- A new transport infrastructure covering light rail, buses and a new network of pedestrian routes linking the precinct to the city, Central Railway Station and Paddington
- Underground car parks on the current MP1 car park (1,600 cars) and on the western side of Anzac Parade (2,500 cars)
- Parklands would be regenerated and playing fields on the western side of Anzac Parade would be established

**2012** Amendments to the **Centennial Park and Moore Park Trust Act 1983** extended potential lease periods for the Moore Park Golf House and the E.S. Marks Athletic Field to 50 years. The changes also allow for a maximum lease term up to 99 years if the Minister approves.

**November 2012:** [Referring to evidence that suggests NSW has too many stadia, particularly in metropolitan Sydney, and that many stadia in NSW are underutilised with limited community access, the NSW Government releases a new Stadia Strategy that looks set to end financial support for upgrades at many of Sydney's battling suburban grounds.](#) The Strategy says that in future "NSW Government investment (will be) on NSW Government venues, including those that will return to government or have a head lease with the NSW Government."

The Strategy backs Sydney's two sport and entertainment 'hubs', the Sydney Cricket Ground, Sydney Football Stadium/Allianz Stadium and Entertainment Quarter precinct in the city's Moore Park and Sydney Olympic Park with the Tier 1, Stadium Australia/ANZ Stadium and Tier 2, the Sydney Showground Stadium/Skoda Stadium.

Prepared by the Office of Sport, The NSW Stadia Strategy 2012 sets out a program for the construction or refurbishment of:

- **Stadium Australia (ANZ Stadium)** - as a rectangular stadium
- **Sydney Football Stadium (Allianz Stadium)**
- Western Sydney Football Stadium (Parramatta - now under construction)
- Other indoor arenas and Tier 2 stadiums

**2012/2013** The **SCG Trust's** Annual Report's Key Achievements for the Past Year notes that the annual capital works program included **the redevelopment of Allianz Stadium Level 3,**

creation of the new Diamond Lounge, widening and upgrading the SCG's O'Reilly Tunnel and completion of the Allianz Stadium forecourt refurbishment.

**Early 2014:** Then premier Barry O'Farrell commits to building a \$25 million pedestrian walkway across Anzac Parade ( the **Albert "Tibby" Cotter Walkway**) linking the western side of **Moore Park** to the **SCG and Allianz Stadium**.

The Sydney Morning Herald reports that a few weeks after Mr O'Farrell announced the walkway. Transport for NSW proposed a separate bridge over Anzac Parade to make it easier for Sydney High students to get to and from school when a new tram line is built. That bridge would be about 350 metres south of the Albert (Tibby) Cotter Walkway.

Councillors, MPs, cycling groups and residents criticise the placement of the bridge, saying it crosses Anzac Pde at the wrong spot and not in the most trafficked walking route between the stadium and Central Station. Its position, however, does make sense with respect to the **SCG Trust** master plan proposal for an underground car park on the western side of Anzac Parade (not on SCG Trust land).

The \$25 million bridge cost is funded by using funds ear-marked for western Sydney roads.

2014 A new \$197.5 million northern stand opens at SCG. It cost the NSW government \$97.5 million, and the federal government and **SCG Trust** \$50 million each.

**4 June 2014** Investors John Singleton, Gerry Harvey and Mark Carnegie spend \$80 million to buy the leasehold of the **Entertainment Quarter at Moore Park**. "Gerry Harvey says that the potential for redevelopment is "endless...There is about 26,000 square metres that can be redeveloped and we will look at all options, including a hotel, pubs, serviced apartments and an updated retail sector...We would also involve the film and television school and feed of it."

Agents had said initially valued the EQ site at about \$63 million, and it is understood that the high profile businessmen beat a number of developers to the property. Reportedly, both Lend Lease and News Corp's Fox Entertainment Group spent more than \$430 million redeveloping the former Sydney Showground site. But the failure of the much-vaunted Backlot theme park, which included the Titanic ride, led to major losses for both parties. Lend Lease reported a write-down on the project of more than \$145 million after tax and in 2002 sold its stake in the adjoining film studios to Fox Corp for \$10 million.

**2014** Stadium Australia, the owners of the **ANZ Stadium**, seek \$350 million from the government for a retractable roof and movable seating to convert the ground to rectangular games while retaining the flexibility to host cricket and AFL.

**2013/2014** The **SCG Trust's 2013/2014 annual report** 'Key Achievements in the Past Year' lists the following projects/commitments:

- “annual Capital Works Program undertaken, including the refurbishment of the SCG Members and Ladies pavilions and [corporate areas of Allianz Stadium](#), and the fitting of LED signage
- contributed to the NSW Government’s working group [for infrastructure improvement at Moore Park](#), which has led to commitments to bring light rail to the precinct and a [pedestrian bridge over Anzac Parade](#)”

**2015** Premier Baird asks former Liberal Leader John Brogden to become the independent chair of a committee tasked with the development of a stadia strategy implementation report to be based on the recommendations put forward in the [2012 NSW Stadia Strategy](#) report. The other members of the Stadia Strategy Steering Committee are: John Brogden – Independent Chairman; Tony Shepherd – Chairman, Sydney Cricket and Sports Ground Trust; John Quayle – Chairman, Venues NSW; and Daryl Kerry – Managing Director, ANZ Stadium.

**February 2015** [THE cost of the controversial Albert “Tibby” Cotter Bridge over Anzac Pde blows out by \\$13 million](#). The Roads Minister, Duncan Gay, whose department has responsibility for the project, blames onerous heritage regulations. The estimated cost of the project is now \$38 million.

**April 2015** [The NSW Auditor-General Grant Hehir says he will investigate the State Government’s \\$13 million cost blowout on the Albert “Tibby” Cotter bridge project](#).

**3 May 2015** [The Daily Telegraph reports that the Sport Minister Stuart Ayres is expected to receive a report this month recommending a new 65,000-seat stadium to replace Allianz](#). The Brogden also recommends the construction of a new 35,000- seat Parramatta Stadium. The article notes that the controversial plan will require Premier Mike Baird’s support to double the \$600 million stadium fund he promised at the March election.

**May 2015** [Details of the Brogden report are](#) leaked to the media. It advocates for three new Sydney sports arenas — [including an \\$800 million, 65,000-seat venue to be built near Moore Park’s outdated Allianz Stadium on land presently controlled by the Parklands Trust](#). [The Daily Telegraph reports that the rebuild of the Allianz Stadium will include an underground carpark and training facilities](#) and will be serviced by the new light-rail service running from the CBD to Randwick.

[Parklands Trust](#) chairman Tony Ryan apparently tells Brogden the trust has “significant concerns” over traffic management and land under its control being used for the stadium. [The Daily Telegraph also reports that Brogden revealed to the Parklands Trust that a smaller multi-sports venue — believed to be worth about \\$100 million — would be built when Allianz is demolished in about five years](#).

The Brogden report calls on sporting codes such as the NRL and Football Federation Australia to help fund the Sydney stadium upgrades. It notes that while Premier Baird wants to limit stadium expenditure to \$600 million (funds that will be earmarked from the proposed sale of the states electricity assets), well-placed sources say the state government is now

exploring how further funds could be raised. Suggestions include government sell off of surplus land at Sydney Olympic Park, which could raise about \$50 million, and the establishment of a super trust to manage the stadium network and borrow monies needed to help fund construction. The plan is believed to be supported by Sport Minister Stuart Ayres.

The Daily Telegraph also reports that ANZ's private-sector operator, Stadium Australia Group, is said to be in favour of a "management partnership" under which a new "super trust", involving the SCG Trust, would take over the running of Allianz, the SCG, Parramatta Stadium and ANZ. According to the report, the Stadium Australia Group would be paid annual annuities worth \$135 million — a figure based on its projected earnings over the rest of its lease, due to expire in 2031. It would also agree to waive its contractual rights which limit the new Moore Park venue to 48,000 seats and Parramatta Stadium to 35,000 and prevent them from having roofs.

**5 May 2015** [Centennial & Moore Trustee Ita Buttrose speaks out about mooted plans to build a new 65,000 seat stadium on Kippax playing fields at Moore Park](#). She says that it's no secret that the SCG Trust, which runs the SCG and Allianz Stadium, had been planning a takeover of Moore Park for more elite facilities.

**2014/2015** [The Chairman's Report by Tony Shepherd AO in the SCG Trust's 2015/2016 annual report makes the following points:](#)

- As our financial year came to a close, Minister for Roads, Maritime and Freight Duncan Gay MLC and Minister Ayres opened the Albert 'Tibby' Cotter walkway across Anzac Parade, re-establishing the Olympic Route to Moore Park and for the first time providing pedestrians and cyclists safe passage across one of Sydney's busiest roads. The recognition of Tibby, a true Australian hero, couldn't have been more fitting in the lead-up to the Centenary of Anzac commemorations.
- At around the same time, an RMS project for a contra-flow lane on Moore Park Road became operational. It allows direct access to the Eastern Distributor for northbound traffic and has resulted in the precinct's carparks clearing twice as fast as previously, even on our largest event days. Our thanks go to Minister Gay and RMS.
- Work was well under way in early 2015 to install free wi-fi and IPTV technology at Allianz Stadium, with the goal to have the complementary services installed by March 2015. In addition to this, construction began on the new video superscreens at Allianz Stadium, which are the largest of any rectangular stadium in Australia.
- Chief Executive Jamie Barkley and his senior management team have worked tirelessly not only on the tasks that confront them in their day to day roles, but also on the challenges that the Trust faces in the years ahead. That task became clearer in December when, as part of his broader infrastructure strategy, Premier Baird charged the Trust with finalising its plans for the upgrade of Allianz Stadium
- Our vision is bold, but no bolder than when the Sydney Football Stadium was opened in 1988 as a Bicentennial Project. It was funded entirely by the Members of the Sydney Cricket and Sports Ground Trust. Its ongoing operation and maintenance has

not cost the NSW taxpayer a single dollar since the doors opened. The SFS was a public-private partnership project before that term became fashionable. It set the global standard then and that is our aim again.

**August 2015** [Details of “Moore Park Directions 2040”, a confidential development prepared for the Parklands Trust are released to the media.](#) One of the ideas includes a 3000-space carpark under Moore Park west — the same location suggested by the SCG Trust’s 2012 masterplan for the area. The plan also suggests converting Driver Ave into a pedestrian boulevard, another change first raised in the SCG Trust’s master plan. The Telegraph article notes that despite the similarities in the two plans, the SCG Trust was not listed in the document as a key stakeholder.

Overall, [Moore Park Directions 2040](#) outlines “7 Big Ideas” for the next 25 years of development in the area. Other ideas include:

- Above and below-ground carpark for 600 spaces at Moore Park Golf course;
- Hordern Pavilion and Royal Hall of Industries transformed into high-performance, indoor sports facilities;
- Four-floor parking lot for 2000 cars next to Allianz Stadium;
- New function centre or cafe on Mt Steel (the big hill in Moore Park west) with a mountain bike course;
- New “short form” golf course at Moore Park course.

The plan also heralds a review of planning controls for the Entertainment Quarter “to ensure the best balance between community access and commercial outcomes”.

**25 August 2015:** [Wentworth federal Liberal MP Malcolm Turnbull calls for an end to the “pattern of secret plans” for Moore Park and for transparency from the Parklands Trust, the SCG Trust and the state government.](#) “Sydney’s eastern suburbs are the most densely populated part of Sydney and with more people moving in, green space is at a greater premium than ever,” Mr Turnbull said.

**4 September 2015:** [Baird and Ayres announce the Government’s \\$1.6 billion stadium policy.](#) It broadly follows the funding priorities of the Brogden report. The highest priority is for a new 30,000 seat stadium at Parramatta at a cost of \$300 million. The second priority is a new 55,000 seat stadium to replace Allianz Stadium at Moore Park. The third is an upgrade to ANZ Stadium to bring the seating closer. The overall package requires an extra \$1 billion beyond the \$600 million Baird has already said would be funded from the proceeds of the privatisation of electricity assets.

[The SMH also reports that the cabinet decision regarding the future redevelopment of the stadiums contains two important caveats:](#)

1. Construction of a new Allianz Stadium is contingent on agreements being signed with sporting clubs to ensure enough fixtures are played at the stadiums to justify the spending.
2. A new stadium at Moore Park needs to be built on SCG Trust land

[Baird also commits to overhauling the governance of the sporting organisations.](#) "We have a strong sense there should be one body overseeing these stadiums," Mr Baird said of the [SCG Trust](#) and the management of [ANZ Stadium](#). "We are working through bringing them together." Sports Minister Stuart Ayres indicates that some sort of super trust overseeing stadium management would be established. "For too long we've been fighting among ourselves rather than taking the fight up to every other city that's been investing in stadia," Mr Ayres said.

[17 September 2015](#) [The Acting Auditor-General of New South Wales, Tony Whitfield, releases a report on the \[Albert 'Tibby' Carter Walkway\]\(#\) which crosses over Anzac Parade in Moore Park.](#) It notes that the Walkway's primary function is to cater for event patrons in the precinct, and [is located on Moore Park land, which is listed on the State Heritage Register and is an open space specifically established to cater for public recreation.](#)

Significant findings from the Auditor-General's report are as follows:

- Roads and Maritime Services (RMS) delivered the Walkway to an extremely tight timeframe. It was operational for the 2015 Cricket World Cup at the Sydney Cricket Ground as promised by the government. However, the World Cup deadline added substantially to the total cost of the Walkway, which is projected to be \$38 million.
- **Transport for NSW and RMS could not provide evidence of a compelling economic or financial argument to support the construction of the Walkway or for the tight deadline.** Also, the processes they adopted to provide assurance of the project's value for money were not adequate.
- **There was no final business case and no Gateway review as required by the government's project assurance system. RMS never clearly demonstrated that the Walkway should be built.** It also did not clarify the extra cost required to meet the World Cup deadline or demonstrate it was worth paying.
- By extending an existing alliance with a highly experienced and qualified contractor, RMS accepted a cost premium to mitigate the risks associated with the tight timeframe.
- The deadline meant that there could be no specific competitive tendering for the Walkway. It also led to development of a fall-back design, additional overtime, inefficient use of equipment and temporary works. **The deadline also prevented concurrent delivery with the CBD and South East Light Rail project, which RMS thought would save millions of dollars.**
- RMS says the Heritage Council added \$10.6 million of the \$13 million increase from the preliminary business case estimate of \$25 million, but it is more appropriate to attribute the additional costs to the deadline and the compressed timetable.

January 2016 [The SCG Trust seems to ignore the requirement that a Moore Park stadium be built on SCG Trust land.](#) In late January 2016, the chief executive of the [Parklands Trust](#), Kim Ellis, reports to his chairman Tony Ryan and other advisers about a meeting with his counterpart at the SCG, Jamie Barkley.

*"Little of this was achieved at the meeting," wrote Ellis in an email to Ryan and other organisers of the Moore Park plan. "The 55,000-65,000 seat stadium will not fit on the [SCG Trust] land and they are proceeding with plans that have the stadium taking up surrounding [Parklands Trust's] land within Moore Park East and in the vicinity of Kippax Lake," wrote Ellis. The SCG Trust's arguments for taking up more land, Ellis reported, were based on "access and circulation space ... required under emerging security standards for sports facilities," he wrote. "They used the recent terrorist activity in Paris as an example," Ellis wrote. "This security issue is likely to become a cornerstone in their case for taking [Moore Park] land."*

The next week Ellis reported on a second meeting he had with the consultants working on the [SCG Trust's master plan](#). "At the completion of construction [of a new stadium partly outside SCG land] [Allianz would be demolished and become parking for members and others...Land surrounding the new stadium and on the now vacant Allianz site would be open space including large areas for elite training, sports tenants and members facilities.](#)" The plans described by Ellis also included the "removal of Driver Avenue", support for parking on the west of Anzac Parade (justifying the bridge), and new training space for elite teams such as the Waratahs and Roosters.

He went onto to say that "Our concern is that the focus on 'big thinking collaborative ideas' and 'more parkland' are marketing terminology for the creation of a massive sports complex in the northern part of Moore Park..[It also looks like this is a \\$1bn \(+\) investment, without taking into account the cost of new car parking and traffic improvements."](#)

4 February 2016 [Baird appoints former Premier Barry O'Farrell to the SCG Trust](#). Former former Liberal party donor Nihal Gupta is also appointed.

February 2016 [The SCG Trust's plans, which were in direct contradiction to the cabinet requirement that the stadium be built on SCG Trust land, are circulated to relevant sporting clubs.](#)

February 2016 [Sports Minister Stuart Ayres makes conflicting statements about where the stadium should be built](#): "Our intention is to build in the SCG sports ground land," Ayres told the Herald on February 10, 2016. The same day, however, he had seemed to endorse the [SCG Trust's](#) unreleased plan for a stadium partly outside the Trust land: "If you move the stadium, for instance, the space where the existing stadium is can be redeveloped as open recreational green space," Ayres told the ABC.

April 2016 [Sports Minister Stuart Ayres tells 2GB presenter and SCG Trustee Alan Jones that an upgrade of Allianz Stadium, along the lines now proposed, would not work.](#) "The

bones of that building simply don't meet the modern standard for stadiums," he says. "I'm not going to expose the taxpayer to a renovation that doesn't deliver a world-class outcome when that is our primary objective."

11 April 2016 [The three sporting organisations that regularly play at Allianz – the Roosters, Sydney FC and the Waratahs – say they will not stomach having to play elsewhere for four years while a new stadium is built.](#) [They say that Mr Ayres has been privately assuring them that they would not have to relocate, because a new stadium could be built on Centennial Park and Moore Park Trust land while the old one remained standing.](#) [Waratahs chairman Roger Davis goes so far to accuse Mr Ayres of double speak.](#) "Stuart Ayres and the [SCG Trust](#) gave us those assurances and the quid pro quo was that we would support a new stadium," he said of a stadium being built outside the SCG Trust land. "We've been cheated on and someone has pulled the rug out from that undertaking."

14 April 2016: [Premier Mike Baird announces a substantial rebuild of the ANZ Stadium at Olympic Park.](#) The refurbishment of ANZ over the following three years will be prioritised, with [Allianz coming after that.](#) In return for the refurbishment of ANZ, the NRL promises to ensure the grand final remains in Sydney for 20 years once that stadium was upgraded. The government says that it also intends to buy back the ownership of ANZ Stadium.

National Rugby League chief executive Todd Greenberg, Australian Rugby Union chief Bill Pulver, and Football Federation Australia corporate affairs head Kyle Patterson all stand alongside Mr Baird and Mr Ayres when the new policy is announced. "This is a big moment for our sport, and a significant moment in time," Mr Greenberg says.

***Overall, Baird commits \$1.6 billion to new stadiums, and says a governing body will be established to run stadium infrastructure. The body is needed to prevent competition between the [SCG Trust](#) and the entities running other government-owned stadiums, which through agreement will be consolidated into [Venues NSW](#).*** Baird also hands future responsibility for future stadium policy to [Infrastructure NSW](#), an agency not under Mr Ayres' control.

Asked about his previous comments to Alan Jones about the dire state of the [Allianz Stadium](#), Mr Ayres says that after the [ANZ](#) and Parramatta projects were complete, the government would deliver "the best possible upgrade we can" at Allianz. "We are investing in a fantastic new rectangular field at ANZ, we are investing in a new stadium at Parramatta, there won't be enough money left for a new stadium at Allianz," he said. "So we will be taking whatever's left in that envelope to invest in making sure that that stadium gets whatever upgrade that we can get for the best value for the taxpayer."

25 April 2016 [The Daily Telegraph reports that the Anzac Pde obelisk removed to make way for construction on the Albert Tibby Cotter walkway will return near to its former home just in time for its 100th birthday.](#) The sandstone monument which sat in the Anzac Pde median strip for almost a century was removed when work started on the \$38 million. Last October the RSL and the NSW Office for Veterans' Affairs helped to decide on a new location, which will be the footpath verge area on the eastern side of Anzac Pde, west of the shared path.



**May 2016** Alex Greenwich, MP for Sydney, introduces the **Sydney Cricket Ground and Sports Ground Amendment (Development Assessment) Bill 2016**. *In his speech he says that since 1985 the Sydney Cricket and Sports Ground Act 1978 has exempted “its grounds entirely from any application of the Environmental Planning and Assessment Act 1979 and the Local Government Act 1993. Instead, planning decisions are left entirely with the Sports Minister, with no need for an open and and transparent environmental impact assessment.”*

He notes that the only applications that have gone through an open planning assessment process on SCG land were for upgrades to stadiums. Other developments have been approved behind closed doors without any consultation with the local communities. These include the:

2007 Rugby Centre for Excellence

2008 Sports Medicine Clinic

2011 Gold Members Car Park, which led to the cutting down of many mature trees.

Greenwich argues that “there is no reason for SCG land to be treated an differently from land owned by neighbours, developers, school, universities, hospitals, jails, aged-care facilities and government departments.” He said that his Bill will “remove these exemptions and ensure that all future developments will go through the normal development application process that should apply to that development under existing planning laws.

**May 2016** **The SCG Trust sends two letters to the NSW Office of Sport about safety, security and compliance issues at Allianz, according to a chronology compiled by lawyers for the SCG Trust obtained using freedom of information laws. Analysis commissioned by the Trust in 2014/15 showed safety, security and compliance works on the existing stadium would cost \$128.15 million (in 2015 dollars).**

**8 September 2016** **[The SCG Trust's Chair Tony Shepherd sends a letter to the Minister for Sport Stuart Ayres outlining that critical safety, security and compliance costs for the Allianz Stadium has been cost by independent consultants at \\$130 million.](#)**

**1 July 2016** The state government pays **Stadium Australia** \$200 million to return **ANZ Stadium** to public ownership.

2015/2016 **[In the SCG Trust's 2015-2016 annual report, the Chairman Tony Shepherd AO notes that “the Trust, with the support of the NSW Government, also completed a detailed design phase for a new world class stadium at Moore Park. Renowned architects Populous were in charge of a \\$5.8 million blueprint for Moore Park, which included a drop-down activation halo to scale the venue to “club” and “championship” mode – raising the bar for sporting innovation in Australia. Following the announcement to restructure the biggest investment in NSW sporting infrastructure since the 2000 Sydney Olympic Games, Allianz](#)**

Stadium will now receive a refurbishment once works are completed at Homebush and Parramatta.”

**26 January 2017** [The Sydney Morning Herald reports that the “powerful SCG Trust will continue as a standalone entity, after the state government reneged on a commitment to combine it with other organisations that run publicly owned sporting grounds. Control of ANZ Stadium at Olympic Park is to be combined with Venues NSW, the government-agency responsible for managing stadiums in Wollongong, Newcastle and Parramatta.](#)

**February 2017** [The SCG Trust reignites its bid for a new stadium at Moore Park with a modified 40,000-seat proposal now on the table.](#) Fairfax Media reports that plans for a knock-down and rebuild of the existing Allianz Stadium site have gathered momentum during the past few months, with all key stakeholders set to back the proposal put forward by the SCG Trust, noting that the Trust is hoping the clubs of the three resident football codes at Allianz will unite in support of a smaller boutique venue that will take half the time to build.

According to the article, [SCG Trust chairman Tony Shepherd](#) and [ANZ Stadium chair Christine McLoughlin](#) have been in regular discussion about the future of Sydney stadia after the Olympic stadium was returned to public ownership on July 1 last year. The new Parramatta stadium will cost \$360 million, while [ANZ Stadium is likely to cost up to \\$800 million to be transformed into the state's premier rectangular facility.](#) [That will leave Allianz Stadium with about \\$400-\\$500 million to spend and, rather than upgrade the dated venue, the SCG Trust is making plans to build a new stadium on the existing site.](#)

If plans come to fruition, the Roosters will likely move their matches to the Sydney Cricket Ground while also continuing to build its imprint on the Central Coast, where they already play matches. The Waratahs are believed to be exploring the possibility of venturing out west, likely to play some of its matches out of the new 30,000-seat Parramatta stadium due to open in 2019. The home of Sydney FC is up in the air and they are most likely to resist being moved out of their existing home.

**4 February 2017** [The Sydney Morning Herald reports that with club registrations for winter sports currently open, there is a concern that some may be forced to turn players away because of a lack of sporting fields.](#) Several councils across Sydney are under pressure from local sporting associations to provide more playing fields but for some, the space just isn't available.

**12 April 2017** [The New South Wales Premier Gladys Berejiklian announces a \\$2.6-billion deal to privatise the state's land titles registry, promising it will mean better customer service and new infrastructure projects for the state.](#) The Government will invest \$1 billion of the proceeds into upgrading three Sydney stadiums — Parramatta, [ANZ Stadium](#) and [Allianz Stadium](#). The remaining \$1.6 billion will be spent on other infrastructure, with the Premier pledging 30 percent of that towards unspecified projects in regional NSW.

May 2017, [The Daily Telegraph reports speculation that Sports Minister Stuart Ayres will use "any blowout in cost" in the ANZ Stadium redevelopment to revert to the SCG Trust's original idea of a new stadium at Moore Park.](#)

23 May 2017 [The Sydney Morning Herald reports that the Parklands Trust has not been properly constituted since at least 2013.](#) According to the Centennial Park and Moore Park Trust Act 1983, the Trust is meant to have seven trustees appointed by the Environment Minister, and an eighth appointed as a representative of community groups. For the past two years it's only had five government appointed trustees. Greens MP Mehreen Faruqi, who raised this matter with the government, said that it looks like the government does not want a properly constituted Board. "One can only assume it suits the government not to have strong trustees who get in the way of their agenda," Dr Faruqi said. "We have seen chaos at the Centennial Park and Moore Park Trust with the continued failure to defend public land and the environment, including the loss of trees for the light rail and the resumption of land for the white elephant, the [Tibby Cotter Bridge](#)," she said.

June 2017 [The Australian reports that the ANZ redevelopment had blown out from \\$750-odd million to at least \\$1.1 billion and could go as high as \\$1.7 billion, and says these figures are being used behind closed doors by Sports Minister Stuart Ayres to argue for a new rectangular stadium instead at Moore Park.](#)

The article states that the Premier, Gladys Berejiklian has promised to pay for the stadiums out of the windfall from the sale of the Land and Property Information service.

Government sources since confirm that [Infrastructure NSW](#) put the cost of a redevelopment at ANZ at \$1.45 billion or \$1.6 billion with a roof. **The government, however, has refused to release any information about these costings, or any details about the brief given to Infrastructure NSW.**

May 2017 The [Parklands Trust](#) releases the "Moore Park 2040" master plan document. [The Sydney Morning Herald reports that an indoor sporting facility, commercial offices, and student accommodation could be built on a parcel of publicly owned land in Sydney's Moore Park under new planning documents released by the government-established trust that manages the park.](#)

The plan reveals a new vision for [Moore Park's Entertainment Quarter](#) as a commercialised sporting precinct, in what would amount to a significant departure from its original intention as a headquarters for Sydney's film and television industry.

Described by the Trust as its "vision, objectives and purpose" for the park for the next 25 years, it includes plans for 10 kilometres of cycle and pedestrian pathways across the park, upgrades to ES Marks athletics field, and the planting of 250 new trees.

[The document signals some of the most significant changes will occur in the Entertainment Quarter, where the Trust plans to "investigate the feasibility of more commercially orientated](#)

sport and recreation based activities" including indoor sporting facilities and office premises. The document states the precinct's Show Ring will be redeveloped as an "active multi-purpose sports and events venue", but does not detail what form this will take.

The plan also foreshadows the Trust's support for an overhaul of the current planning controls for Entertainment Quarter, which limit use of the site for "furthering the development of Sydney as a world class film, television and video production centre". Under state legislation, the use of Entertainment Quarter is limited to "film, television, video and related development, commercial uses associated with the film, television and video industry and other entertainment, recreational and educational activities". The restriction covers the entire former showground precinct, which now includes Fox Studios, the Entertainment Quarter, the Hordern Pavilion, the Royal Hall of Industries and the Centennial Parklands Equestrian Centre.

The SMH also reports that in a private briefing to stakeholders last week, chief executive of the Parklands Trust, Kim Ellis, said the agency was "working very closely" with Carsingha Investments to "upgrade and improve" the precinct. "We would love to see the entertainment quarter, [and] the show ring utilised for sports and have other sporting facilities in there," he told the gathering.

**July 2017** [Paul Doorn, a former executive director of sport infrastructure at the NSW Office of Sport, who last year was appointed to run Venues NSW, writes to his former colleagues in the Office of Sport: "The current dilemma for government on the priorities for the redevelopment of the stadia network \(e.g. ANZ v Allianz\) would not be a problem at all if there was just one governance structure for the whole of the stadia network."](#)

**August 2017** [The Daily Telegraph reports that with the state government to announce an expected billion-dollar rebuild of Olympic Park's ANZ Stadium, the SCG Trust has written to chiefs of the sports that use the 31-year-old Moore Park venue with dire warnings about its condition.](#) The leaked letter says there are no fire sprinklers, no emergency power supply, not enough exits, "non-compliant" crowd barriers and woefully insufficient toilets. Trust CEO Jamie Barkley wrote to sporting code chiefs last week, saying: "As a key partner and a major provider of content to Allianz Stadium, it's important that the Trust makes you aware of relevant safety, security and compliance issues."

As part of their Certificate of Occupancy, independent certifiers Blackett, Maguire and Goldsmith say they can only guarantee the stadium should remain open for another three years without an urgent injection of funds. "Spectator evacuation times ... are significantly greater than internationally recognised and accepted standards," the certifiers found. They also wrote "fire and life safety issues ... present a number of immediate risks to occupants within the stadium, as well as potential risk to the stadium itself". And they noted there were 48 women's toilets, well short of the 335 required to meet Football Stadium Advisory Design Council guidelines.

**September 2017** [The NRL and Football Federation Australia give unequivocal support to former Premier Baird's April 2016 stadium policy, which prioritised the redevelopment of ANZ Stadium at Olympic Park, and left for later a more modest upgrade of Allianz Stadium at Moore Park.](#) Apparently the NRL chief executive Todd Greenberg wrote to Premier Berejiklian advising that "should there be additional capital funding available for more expansive works, then we believe the best outcome for sport and taxpayers would be for the current Allianz Stadium to be knocked down and a new 35,000-seat, purpose-built rectangular stadium built in its place, similar to the new \$360 million Western Sydney Stadium at Parramatta."

**September 2017** [A top-secret counter-terrorism report urges the state government to consider permanently closing the major thoroughfare outside the Sydney Cricket Ground to "mitigate threats to safety and security, such as a vehicle-ramming attack. In a letter to the Minister of Environment Gabrielle Upton, dated September 2017, Sports Minister Stuart Ayres and Counter Terrorism Minister David Elliott wrote that the "permanent closure" of a section of Driver Ave had their "in-principle support", referencing terror attacks on crowds in Nice, Berlin, London and Barcelona.](#)

**September 2017** A preliminary assessment of the Allianz redevelopment, prepared by KPMG for the Office of Sport in September 2017, shows that premium seat numbers could increase from 2905 to 6154 once Allianz is rebuilt.

**November 2017** [The Premier Gladys Berejikilian announces that rather than refurbishing the ANZ Stadium at Olympic Park to bring the seats closer to the field, the government would demolish the ANZ Stadium for an entirely new stadium estimated to cost \\$1.25 billion.](#) She also announces that the 30 year old SGT Trust Allianz Stadium would be replaced by a brand new \$705 million 45,000 seat rectangular stadium. The combined decisions for the rebuild of the two stadiums pushes out the cost of spending from the \$1.6 billion, that was originally proposed by the former premier, to about \$2.5 billion, which includes about \$300 million to rebuild Parramatta Stadium and the \$200 million spent buying back the Olympic Stadium lease.

The ABC reports that work on the Allianz Stadium will start next year and is expected to be finished by 2021. Construction on the Olympic Stadium will begin in 2019 with the new venue to open in 2022. The rectangular stadium, described as the "crowning jewel" of Sydney's sporting venues, will have a capacity of 75,000 people.

The package includes a deal to keep the NRL grand final in NSW for the next 25 years. In 2020, when both stadiums are under construction, the event will be held at the Sydney Cricket Ground instead. In 2021 and 2022 it will be played at Allianz Stadium before returning to the ANZ Stadium in 2023.

All of the sporting organisations appear to support the plan. NRL chief executive Todd Greenbery said it was a “momentous day” for players and fans. The SCG Trust said the plan was “common sense” and without the extra investment the venue would have shut down.

***The ABC article notes that both Opposition Leader Luke Foley and Sydney Lord Mayor Clover Moore have criticised the decision, arguing the Moore Park venue does not host the state's biggest games and therefore does not need an overhaul. Mr Foley does think the ANZ Stadium rebuild is necessary.***

**November 2017** Sports commentator Peter FitzSimons launches an online petition objecting to the stadium spend. Receives a 100,000 signatures within a couple of days.

**24 November 2017** **A new \$705 million Allianz Stadium will “merge” into Moore Park, the chairman of the SCG Trust says, creating a safer match-day experience.** But lingering mistrust over plans to expand the footprint into Moore Park means that local politicians remain wary of the trust's schemes for the area, according to this SMH article. Mr Shepherd said the SCG Trust would “encourage the Centennial Park Trust” to put extra public facilities around the Moore Park stadium: “toilets and playgrounds and stuff like that”...“The problem with Allianz now is that the spill areas are just too small. “You've got to disperse the crowd, you can't have it corralled.”

**November 2017** **The Daily Telegraph reports that a coalition of state MPs, and the Sydney Lord Mayor have called for an urgent meeting with the premier to discuss growing community alarm about plans for Moore Park.** The coalition’s letter says that there is “growing community alarm about the lack of public information and consultation for proposals regarding Allianz Stadium, Alexandria to Moore Park road widening, the former Showground Entertainment Quarter, Hordern Pavilion and Royal Hall of Industries, Driver Avenue and traffic and car parking”. The letter was signed by mayor Clover Moore, Sydney state MP Alex Greenwich, Heffron state MP Ron Hoenig and Newtown state MP Jenny Leong. ***“We are concerned that the NSW Government is holding private discussions with vested interests on a series of proposals that would further reduce and commercialise this precious public land, without consulting local communities,” the letter read. “In the 200 years since Governor Lachlan Macquarie dedicated it as open space, Centennial Park and Moore Park have been reduced to a third of the original 450 hectares.”***

Key concerns raised in the letter were:

### **Allianz Stadium**

***“No business case exists to demolish and rebuild Allianz Stadium..The stadium is rarely full and only averages 40 per cent capacity across the NRL, Super Rugby and A-league.”***

### **Alexandria to Moore Park Road Widening**

Roads and Maritime Services' (RMS) 'preliminary concept design' for the Alexandria to Moore Park Connectivity Upgrade is likely to include compulsory property acquisitions and the loss of more than 100 trees. "At the eastern end, on the corner of Anzac Pde and Dacey Ave, RMS plans the largest non-motorway intersection in NSW, estimated to cost \$500 million."

### Former Showground **Entertainment Quarter**

The Moore Park master plan proposes commercial elite sporting facilities, a night-time precinct, new access to the stadiums, short-term accommodation and expanded car parking. Carsingha Investments is planning redevelopment, without any public consultation or disclosure. Instead, revitalisation should focus on accessible community sport and recreation, with possible secondary cultural and creative uses.

### Hordern Pavilion and Royal Hall of Industries

The Government is seeking tenders for the new lease of the Hordern Pavilion and Royal Hall of Industries. There is concern the tender could be awarded to an elite sporting code as a 'centre of excellence', primarily offices. This is not the best use of a large hall on public land. More appropriate uses include existing live performance uses and community indoor recreation.

### Driver Avenue

The [Moore Park master plan 2040](#) signals the possible closure of Driver Ave and this may have significant and ongoing impacts. Given the lack of public information, there is also concern changes to the road may be an attempt to implement by stealth the privatisation of Driver Ave for a commercial 'fan zone'.

### Traffic and Car Parking

***Essential traffic, transport and car parking modelling has not been undertaken and no information has been provided on how cars can be accommodated without impacts on the parkland, or how to avoid newly expanded car parks becoming commuter car parks, thereby increasing congestion.***

[Sydney Lord Mayor Clover Moore](#) also says the council will fight the state government over the plans for Moore Park, pointing to the [\\$38 million Tibby Cotter bidge was an example of the government wasting taxpayer funds on unnecessary projects on the site](#). "For too long governments have treated Moore Park as a cash cow, a car park, or vacant land for development – it's time they honour its original purpose as a park set aside for the use and benefit of Sydneysiders now and into the future... **Twenty million people visit the Centennial and Moore Parklands annually, while just two million attend Allianz stadium and the SCG.** *The needs of the majority must be prioritised in the use and planning of Moore Park.*"

4 December 2017 [The Daily Telegraph reports that Sports Minister Stuart Ayres blasts critics of the government's multi-billion dollar rebuild of our biggest stadiums, declaring Sydney is now running last in the country's major events race.](#) Declaring that Sydney has battled years of decaying stadiums because it "stopped building" after the Olympics "just when everyone else started", Mr Ayres has fired back after 10 days of sustained political assault over the government's plan to spend more than \$2 billion bulldozing and rebuilding ANZ Stadium at Homebush and Allianz Stadium at Moore Park amid calls for the money to be spent elsewhere...He pointed to Melbourne's Docklands stadium, AAMI park and stand rebuilds at the MCG, as well as the Adelaide Oval rebuild, Brisbane's Suncorp and the soon to open Perth \$1.6 billion stadium as all being well ahead of Sydney.

4 December 2017 [The Daily Telegraph editorial argues that "Sydney needs world class venues as good as any in Australia."](#) "This is not just a point of civic pride, though that is important. Stadiums already put more than \$1b into the state economy each year while one in 23 people's employment is related to the events sector. Short-sighted thinking by those who see a chance to score points against the government will only see these dollars and jobs slip through our fingers to more forward-thinking states."

December 2017 Referring to the ANZ Stadium, Sports Minister Stuart Ayres told the ABC "If we tried to renovate that stadium, literally move all the seats closer, it would cost us more to do that than to knock the stadium down and rebuild it." It was on this basis that Berejiklian last month committed to a \$1.25 billion new stadium. She boasted that the deal secured a 25-year agreement with the NRL to host the grand final in Sydney – thus removing the risk that the grand final would slip interstate in the early 2040s when Baird's 20-year commitment expired.

10 December 2017 [The Sydney Morning Herald refers to a 10 December 2017 email that emerged in a bundle of documents tabled in NSW Parliament in April 2018 following an upper house call for papers.](#) It was written by Christine McLoughlin, chair of Venues NSW and sent to chief executive of Venues NSW, Paul Doorn and media consultants. Ms McLoughlin wrote: "Focussing on Allianz Stadium, what's the business case and will crowds fill it?...The \$2.3 billion allocated by the NSW Government to rebuild two stadiums will haunt them until the next election". It was forwarded with an [article critical of the spending.](#)

December 2017 [A KPMG analysis puts the cost of repairs to Allianz Stadium at \\$500 million.](#) But the government has not released the KPMG analysis, nor separate analysis that purports to show it would not be economic to simply refurbish ANZ Stadium at Olympic Park, rather than build an entirely new stadium.

February 2018 [The Australian reports that NSW government estimates on the cost of two controversial stadium rebuilds were drawn up by consultancy firm KPMG and not a government agency.](#) The \$705 million Premier Gladys Berejiklian in November put on the cost of a knockdown and rebuild of Allianz Stadium (the Sydney Football Stadium) at Moore Park, and the \$1.25 billion the government has put on the cost of the knockdown and rebuild of ANZ Stadium at Sydney Olympic Park were drawn up by the consultants, commissioned



by Sports Minister Stuart Ayres. Infrastructure NSW chief Jim Betts is understood to have found a blowout in costs above the KPMG estimates. *The Australian* understands the Allianz Stadium rebuild in particular has blown out.

The Australian also reports that “speculation within the government suggests the ANZ rebuild — strongly supported by the National Rugby League — could be the project to suffer in any backdown because Mr Ayres is wedded to the reconstruction of Allianz Stadium. That project is supported by the influential Sydney Cricket Ground Trust, which has powerful broadcaster Alan Jones on its board, amid warnings from Mr Ayres and the trust that the current stadium is in disrepair.

17 February 2018 *The Daily Telegraph* reports that the Sports Minister has warned that the Allianz Stadium is on “life support” and cannot continue to be patched up even with hundreds of millions of dollars of “Band-Aid solutions”. The article states that \$48 million has been invested by the SCG in just five years to keep the stadium operational, yet it is still riddled with safety and accessibility problems.

27 February 2018 *The Daily Telegraph* reports that the top-secret business case behind the redevelopment of Allianz Stadium reveals demolishing and rebuilding the arena delivers significantly more economic benefit than any other option. It says it’s received an executive summary of the KPMG business case dated January 2018, currently being prepared for the Berejiklian government. The KMPG documents, labelled “sensitive — NSW cabinet” boost the state government’s case to demolish and rebuild the Moore Park stadium, finding that the alternative of a simple refurbishment would have “significant capital costs for marginal improvements” and deliver “significantly negative net economic outcomes”. The analysis reveals a new stadium at Moore Park would deliver an extra 20 events on average per year, from 34-37 events to up to 59. This would include more than twice as many NRL games, the addition of international rugby league more regular US events and double the number of concerts. It also predicts a new stadium would drive an attendance increase of about 15 per cent.

Based on these assumptions, the analysis finds in favour of knocking down the ailing stadium and rebuilding it to a 45,000-seat venue, finding this option delivers the best financial benefit and strongest cost benefit ratio. The KPMG documents find that the current ageing Sydney Football Stadium “presents a strong case for change” with doubts it could remain open beyond the end of the year unless its occupancy certificate is extended. “The stadium requires significant capital outlay to remain operational, only to deliver a substandard product that is affecting demand for sporting events,” the document states. “There are also real and immediate safety concerns, equity concerns and significant operational inefficiencies.”

February 2018 In an opinion piece in the SMH, Peter FitzSimons questions the business case for rebuilding the stadiums. He notes that in 2015, the latest year in which public information is available, the ANZ Stadium at the Olympic Village paid the government \$2 million in taxes. He quotes the following attendance figures for Allianz Stadium with respect

to their impact on the SCG Trust's profitability: last year "232,635 people attended NRL matches there, while between them, the ARU, Super Rugby, FFA and The A-League contributed 502,788 spectators in total. So for all sport at the Sydney Football Stadium for the whole year a total of 735,423 paying punters. The latest Sydney Cricket Ground Trust Financial report has it that the average annual total revenue for the SFS is a tick over \$90m, with costs ranging between \$80m and \$90m. The Trust's operations, for the financial year ended 28 February 2017, resulted in an operating surplus of \$1.4 million compared to the budget which projected an operating surplus of \$1.2 million."

16 March 2018 [More than half of NSW voters oppose Gladys Berejiklian's plan to spend \\$2.5 billion rebuilding two new Sydney sporting stadiums, according to exclusive polling which comes as government MPs grow increasingly nervous about the policy.](#) A ReachTEL poll commissioned by The Sydney Morning Herald shows that 58.9 percent of voters polled oppose or strongly oppose the government's decision to demolish and rebuild Allianz Stadium at Moore Park and ANZ at Homebush. Only 25 per cent support or strongly support the plan and 15.8 percent of voters are undecided.

29 March 2018 [NSW Premier Gladys Berejiklian abandons plans to knock down and rebuild ANZ Stadium at Sydney Olympic Park but will go ahead with a proposal to rebuild Allianz Stadium at Moore Park.](#) The shell of the former Olympic stadium will instead be refurbished and transformed into a rectangular stadium.

Ms Berejiklian said the new plans to refurbish the 70,000-seat ANZ Stadium would now cost \$810 million - half a billion dollars less than it would have cost to knock down and rebuild the venue. The refurbishment plans include bringing "46,000 seats closer to the action" and extending the roof line to ensure all seats are under cover. The remaining 26,000 seats inside the stadium will remain unchanged. The changes would extend the life of the stadium by 40 years, the government said.

The cost of rebuilding Allianz Stadium at Moore Park to a "world-class 40,000- to 45,000-seat facility" would be \$730 million, the Premier said. The government's stadium spend would consist of \$700-800 million for Allianz; probably \$800 million for ANZ, \$200 million the government spent buying back ANZ and \$300 million on Parramatta Stadium rebuild - now in the vicinity of \$2.1 billion in total.

Ms Berejiklian also suggested that she may consider abolishing the Sydney Cricket Ground Trust, which has lobbied hard for the rebuild of Allianz, but Mr Ayres then corrected her, saying the Trust would remain in place. Ms Berejiklian declines to say how many times she had spoken to 2GB broadcaster Alan Jones about the issue. Mr Jones is on the Trust.

The Premier also denies that her decision was robbing Western Sydney in favour of the east, saying she was building a Western Metro and Parramatta Light Rail. "We are a Government that does its homework and listens to the public," Ms Berejiklian said. "That comprehensive homework means we will be able to deliver two outstanding stadiums for Sydney at the best possible value for taxpayers."

**March 2018** [The NRL has declared its support for the change; other organisations including Football Federation Australia and Cricket NSW are far less enthused.](#) NRL chief executive Todd Greenberg said he would have preferred it if the government had honoured its earlier commitment. "Naturally I would have preferred to see a new stadium built at Sydney Olympic Park in line with our memorandum of understanding," he said. However, he said the revised strategy was still a "great outcome" for rugby league fans, and reaffirmed the NRL's commitment to playing the grand final in Sydney for the next 25 years.

Football Federation Australia, however, held back from expressing even qualified support, instead registering its dismay and a desire to see "more detail on the proposed refurbishment". "We are disappointed that it will not be rebuilt because we believe NSW needs a large capacity, state-of-the-art rectangular venue to remain competitive with the other states," a spokesman said. Last year there were six football events at ANZ that attracted more than 50,000 people and football will need venues for similar large events in the future." Less impressed still is Cricket NSW, which will lose its headquarters when Allianz is demolished. Its indoor centre will remain standing until the conclusion of the World T20 in November 2020, before it too is demolished. "We'll effectively be homeless in the new year, and our players and community won't have an indoor centre to train in from some time in the next 2½ years," Cricket NSW chief executive Andrew Jones said.

**29 March 2018** [The Sydney Morning Herald reports that a \\$500 million plan to redevelop the Entertainment Quarter in Moore Park remains years away, its proponents say, and would require the state government and agencies granting a lucrative lease extension.](#)

When **Carsingha**, a consortium of prominent investors including John Singleton, Gerry Harvey and Mark Carnegie, bought the lease on the **Entertainment Quarter** site four years ago, they touted the purchase as a rare opportunity to develop on 11 hectares of land in inner Sydney. But there has been little movement on the site since then, even as the state government moves ahead with its controversial plan of rebuilding the nearby **Allianz Stadium** at a cost of at least \$700 million. The consortium has therefore been pushing behind the scenes for an extension of its lease - due to expire in 2036, with a 10-year option to extend - in return for what Mr Harvey says will be a \$500 million investment.

The extension would need to be agreed to by the NSW Government and the **ParklandsTrust**. Last year the ParklandsTrust released its own masterplan for the area which, though light on details, appeared to endorse more intensive uses for the **Entertainment Quarter**. Such an outcome would, in turn, generate more revenue for the Centennial and Moore Park Trust, which has had to become self-funding in the past few years.

**30 March 2018** [The state opposition announced it will end the SCG Trust's 142-year dominion over sporting facilities in Moore Park,](#) according to Labor's sports spokeswoman. The Berejiklian Government's decision this week to commit to a \$730 million new stadium at

Moore Park, and renovate ANZ Stadium at Olympic Park at a cost of \$810 million has led to a focus on the role of the SCG Trust, which a year ago looked likely to be left with little from a potential stadium bonanza. According to Labor's Lynda Voltz, however, other sporting facilities in Sydney have been disadvantaged by not having independent boards argue their case. The SCG Trust should therefore be folded into Venues NSW, she said. ***A position on the SCG Trust has long been coveted by the state's sporting, business and political elite. Radio 2GB's Alan Jones, who has been credited by Labor leader Luke Foley and former premier Mike Baird's staff as having changed the government's position on stadium funding, has been a trustee for 30 years.***

**April 2018** [The Opposition will push to have several documents relating to the state government's stadiums policy made public after they were deemed privileged and could only be seen by MPs.](#) The documents were made available to the upper house on Friday after the government was forced to support the Opposition's motion for their release when Liberal MP Mathew Mason-Cox threatened to cross the floor of Parliament. Mr Mason-Cox had been a vocal opponent of the government's original \$2.5 billion policy, which was to knock down and rebuild Allianz Stadium in Moore Park and ANZ in Homebush. But the Premier, Gladys Berejiklian, and the Sports Minister, Stuart Ayres, revised the policy just before Easter, and will now only refurbish ANZ but will still build a new Allianz stadium.

The Opposition in the upper house, Adam Searle, said there were a number of documents that had been declared privileged, which means only upper house MPs can see them and cannot reveal any details, that they did not agree with. Mr Searle said he would lodge a dispute over the documents with the clerk of the upper house. Under the rules, an MP can lodge a claim with the clerk disputing a claim of privilege and an independent legal arbitrator is appointed to assess it.

**April 2018** [The confidential documents released to the NSW Parliament reveal behind-the-scenes jockeying between major sports bodies. Embarrassingly for Sports Minister Stuart Ayres, an email chain reveals he personally scripted answers on the Sydney Football Stadium \(Allianz Stadium\) for SCG Trust chairman Tony Shepherd. Shepherd had planned to tell a journalist "the SFS is not decayed", but Ayres intervened to tell him to say "the SFS is old and out of date".](#)

**10 April 2018** [Written correspondence between the Premier Gladys Berejiklian and the Chair of the SCG Trust Tony Shepherd is released to the public from the stadium document dump.](#) On becoming Premier Ms Berejiklian received a congratulatory note from the Mr Shepherd who also invited her to see why Allianz Stadium needed more attention than Mr Baird had given it. "Looking forward to catching up soon!" Mrs Berejiklian hand-wrote in a reply to Mr Shepherd. "Let me know if it's taking too long and I will move things along."

**12 April 2018**, [The Premier of NSW signs a Project Authorisation Order, declaring Infrastructure NSW responsible for the planning, procurement and delivery of the Sydney Football Stadium \(Allianz Stadium\) Redevelopment.](#) The project will be assessed as a State

Significant Development under the *Environment Planning and Assessment Act 1979*.

Approval will be sought in two stages:

- The Stage One development application will seek approval for the demolition of the existing stadium, and approval of a concept design for the new stadium and surrounding retail and function uses.
- The Stage Two development application will seek approval for the detailed design, construction and operation of the new stadium.

April 2018 Infrastructure NSW publishes a Fact Sheet: [Sydney Football Stadium Redevelopment](#).

[The current Sydney Football Stadium is 30 years old and no longer meets modern safety and security standards.](#) Without significant investment, it would likely close. It does not offer the spectator experience expected of a world class venue – views are obstructed, the seating has poor weather protection, the concourses are crowded, and patrons have to queue for unreasonable amounts of time periods for food, beverage and toilets. The lack of wheelchair accessible seats, 28 instead of the 404 required and 48 female toilets instead of the 350 needed means Sydney Football Stadium is not what it should be, a stadium for everyone in NSW. Rebuilding the Sydney Football Stadium is the best value for money option. Refurbishing the stadium would cost a similar amount, without providing the features of a world class venue. Rebuilding the stadium will deliver a vibrant cultural and sporting hub, and a venue that redefines the spectator experience – up to 45,000 seats with complete weather protection, state-of-the-art technology, and modern food and beverage offerings. ***Revitalising the precinct will continue the transformation of Moore Park into a premier sporting and entertainment precinct, connected to the city by the new Sydney CBD and South East Light Rail. The stadium footprint will shift slightly, opening up the precinct and allowing it to be better integrated with the surrounding neighbourhoods, including Moore Park and Paddington as well as EQ and the parklands.***

16 April 2018 [The Sydney Morning Herald reports that the Premier Gladys Berejiklian will be forced to renege on a promise to use the \\$2.6 billion sale of the land titles registry to pay for her stadiums policy and will have to find a new funding source.](#) The state government had committed to investing \$1 billion from last year's sale of the Land and Property Information (LPI) to rebuilding and refurbishing two Sydney stadiums using the infrastructure fund Restart NSW, which holds the proceeds of major asset sales.

NSW Treasury has confirmed the government would only pay for new stadiums from Restart NSW if the projects had a benefit-to-cost ratio of greater than one. The benefit cost ratio for both stadia was found by the business cases to be less than 1, meaning the government will not be able to use funds from the sale of the Land and Property Information Service, as promised to pay for the stadia under its own rules. [The BCR for the rebuild of Allianz was at](#)

0.94, while the BCR for the refurbishment of ANZ was 0.8. Asset sale funds deposited in Restart NSW are only supposed to be sent if the BCR is more than 1. It is understood cabinet did not see the business cases themselves, just the business case summaries that were publicly released.

## Sources

Speech by Michael Yabsley, Member of Bligh, Grievance Debate, Legislative Assembly, 17 October 1985

[NSW Infrastructure Recreation and Arts Baseline Report](#), Prepared by PWC for Infrastructure NSW, June 2012

[Public land at threat from bridge too many](#), Jacob Saulwick, Sydney Morning Herald 18 April 2014

[John Singleton, Gerry Harvey, Mark Carnegie buy Entertainment Quarter for \\$80m](#), Carolyn Cummins, Sydney Morning Herald, 4 June 2014

[Albert 'Tibby' Cotter bridge blows out by \\$13m as Duncan Gay points finger at Heritage Council of NSW](#), Nick Hansen, Wentworth Courier February 3, 2015

[Sydney's two big stadiums in bitter fight for funding](#), David Sygall, Sydney Morning Herald, 13 February 2015

[\\$13m Albert "Tibby" Cotter bridge budget blowout under investigation](#), Nick Hansen, Wentworth Courier, 18 April 2015

[ANZ Stadium loses out under plan to build new sports stadiums at Moore Park and Parramatta](#), John Lehmann, The Daily Telegraph, 3 May 2015

[The Tibby Cotter Walkway to the SCG: a bargain at \\$1700 a trip](#) Jacob Saulwick, Sydney Morning Herald 8 July 2015

[Sports stadia: Sydney on to a real winner with \\$1.85 billion revolution](#) John Lehmann, Editor-at-Large, The Daily Telegraph, 19 August 2015

[Turnbull: End Moore Park 'secrets' and be honest with the public](#), Nick Hansen, Wentworth Courier, 25 August 2015

[Moore Park vision for underground car park, mountain bike course and function centre in 25-year plan](#), Nick Hansen, Wentworth Courier, 20 August 2015

[Barry O'Farrell: SCG Ground Trust's new appointee](#), Andrew Clennell, The Daily Telegraph, 4 February 2016

[Bridge to Nowhere: The plan to giveaway Moore Park](#), Background Briefing, Radio National, 20 March 2016

[ANZ Stadium to be turned into a permanent rectangle, Mike Baird announces](#), Jacob Saulwick, Sydney Morning Herald, 14 April 2016

[Anzac Pde obelisk to return by 100th birthday in 2017](#), Laura Aubusson, Southern Courier 25 April 25 2016

[SCG Trust to stand alone after government reneges on 'super-trust' plan](#) Jacob Saulwick, Sydney Morning Herald, 26 January 2017

[Sydney Faces sports field shortage](#), William McInness, Sydney Morning Herald, 4 February 2017

[SCG Trust begin push for new 40,000-seat stadium at Moore Park](#), Michael Chammas, Sydney Morning Herald, 6 February 2017

[NSW Government to reap \\$2.6b from sale of land titles registry](#), Premier says, Lucy McNally, ABC News 12 April 2017

[New vision for Moore Park revealed in planning documents](#), Lisa Visentin, Sydney Morning Herald, 2 May 2017

[Government failure means Centennial Park Trust spends years without proper board](#) By Jacob Saulwick, Sydney Morning Herald, 23 May 2017

[ANZ Stadium's upgrade price tag blows out to \\$1.1 billion](#), Andrew Clennel, X, The Daily Telegraph, 23 June 2017

[Building assessment ignites fears Allianz stadium is a deathtrap in event of emergency](#)  
Andrew Clennell, The Daily Telegraph, 14 August 2017

[In us we trust: the powerful cabal pulling political strings over NSW stadiums](#), Anne Davies, The Guardian, 16 November 2017

[Plans for Moore Park, Allianz stadium, Entertainment Quarter, Driver Ave](#), Nigel Gladstone, Inner West Courier Inner City, 23 November 2017

[The NSW government wants to spend a staggering \\$2 billion to replace two football stadiums](#), Simon Thomsen, Business Insider, 24 November 2017

[New \\$705m stadium to also bring a new look to Moore Park](#), Jacob Saulwick, Sydney Morning Herald, 24 November 2017

[NSW Government reveals reasoning behind knocking down of Olympic and Sydney Football stadiums](#), Jade Mcmillan, ABC News, 25 November 2017

[Daily Telegraph Editorial: Spending \\$2 billion on revamping our sports stadiums is a good thing](#), The Daily Telegraph, 4 December 2017

[Sports minister Stuart Aryes issues grim warning over inaction on billions for Sydney's stadium overhauls](#), Anna Caldwell, The Daily Telegraph, 4 December 2017

[The Sydney stadium wars: how did we get here?](#) Jacob Saulwick, Sean Nicholls, Sydney Morning Herald, 8 December 2017

[Peter FitzSimons: Number crunchers queuing for Premier's stadium figures](#), Peter FitzSimons, Sydney Morning Herald, 9 February 2018

[Allianz Stadium patched up by BandAid solutions: minister](#), [Anna Caldwell](#), The Daily Telegraph, 17 February 2018

[Private consultant KPMG provided initial cost estimates for Sydney stadium rebuilds](#), Andrew Clennell, The Australian, 27 February 2018



[Demolishing and rebuilding Allianz Stadium would generate more economic benefit, plans reveal](#), Anna Caldwell, The Daily Telegraph 27 February 2018

[Demolishing and rebuilding Allianz Stadium would generate more economic benefit, plans reveal](#), Anna Caldwell, The Daily Telegraph, 27 February 2018

[Voter revolt on stadiums poses threat to Premier](#), Alexandra Smith, Sydney Morning Herald, 16 March 2018

[Berejiklian risks 40 per cent of Coalition votes on stadiums: survey](#) Jacob Saulwick, 23 March 2018

[Investors behind \\$500m Entertainment Quarter redevelopment push for lease extension](#) Jacob Saulwick, Sydney Morning Herald, 29 March 2018

[Sporting codes deliver verdict as stadium policy overhauled again](#) Lisa Visentin & James Buckley, Sydney Morning Herald, 29 March 2018

[NSW government abandons plan to knock down ANZ Stadium](#), Alexandra Smith, Sydney Morning Herald, 29 March 2018

[Premier Gladys Berejiklian 'to compromise' on stadiums](#), Andrew Clennell, The Australian, 30 March 30 2018

[Sydney FC to call SCG home](#), SBS The World Game, 5 April 2018

[Push to have secret stadiums documents released](#), Alexandra Smith, Sydney Morning Herald, 9 April 2018

['Looking forward to catching up!' Stadium papers reveal who gets what](#) Jacob Saulwick, Sydney Morning Herald, 10 April 2018

[Ayres confirms stadium costs for Roosters, Sydney FC and Waratahs](#), Jacob Saulwick, Sydney Morning Herald, 12 April 2018

[State government will need to find new way to fund Sydney stadiums](#), Alexandra Smith, Sydney Morning Herald, 16 April 2018

[Anzac Day footy set for move to Sydney Cricket Ground](#) Scott Bailey, The Roar, 17 Apr 2018

[Driver Ave near Allianz Stadium and the SCG should be closed permanently to avoid terror attacks](#), Rose Brennan and Clarissa Bye, The Daily Telegraph, 18 April 2018

[Stadium policy to 'haunt' government until election: stadium boss](#), Sydney Morning Herald, Jacob Saulwick, 23 April 2018

[Sydney Cricket and Sports Ground Trust Master Plan](#), YouTube video