

# Annual Report

2021-22

[wpca.sydney](http://wpca.sydney)



# Acknowledgment of Country

Aboriginal people have had a continuous connection with the Country encompassed by the Western Parkland City from time immemorial. They have cared for Country and lived in deep alignment with this important landscape, sharing and practising culture while using it as a space for movement and trade.

We acknowledge that four groups have primary custodial care obligations for the area: Dharug/Darug, Dharawal/Tharawal, Gundungurra/Gandangara and Darkinjung. We also acknowledge others who have passed through this Country for trade and care purposes: Coastal Sydney people, Wiradjuri and Yuin.

Western Sydney is home to the highest number of Aboriginal people in any region in Australia. Diverse, strong and connected Aboriginal communities have established their families in this area over generations, even if their connection to Country exists elsewhere. This offers an important opportunity for the future of the Western Parkland City.

Ensuring that Aboriginal communities, their culture and obligations for Country are considered and promoted will be vital for the future of the Parkland City. A unique opportunity exists to establish a platform for two-way knowledge sharing, to elevate Country and to learn from cultural practices that will create a truly unique and vibrant place for all.

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# Letter of Submission

The Hon. Alister Henskens, MP  
Minister for Enterprise, Investment and Trade

GPO Box 5341  
SYDNEY NSW 2001

Dear Minister

We are pleased to submit for presentation to Parliament, the Annual Report for the Western Parkland City Authority (Authority) for the financial year ended 30 June 2022. The report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2015* and includes the financial statements of the Authority for the period 1 July 2021 to 30 June 2022.

In accordance with the *Annual Reports (Statutory Bodies) Act 1984 Section 13*, the submission of the Annual Report of the Western Parkland City Authority to you was extended by NSW Treasury until 30 November 2022. This extension was to allow for the release of Cabinet documents requested by the Audit Office of NSW in order for it to complete the audit and issue its audit opinion and Independent Auditor's Report.

Yours sincerely



**Jennifer Westacott AO**  
Chair  
Western Parkland City Authority



**Geoff Roberts AM**  
Deputy Chair  
Western Parkland City Authority

# Chair's Report



Jennifer Westacott AO  
Chair  
Western Parkland City Authority

On behalf of the Board and the Western Parkland City Authority (WPCA), I am pleased to present the 2021-22 Annual Report.

The Federal and State Governments are driving huge improvements in the Western Parkland City with \$20bn committed to game-changing infrastructure. This includes a new metro line, motorway and a 24/7 international airport.

Last year, the NSW Government unlocked this investment with an injection of more than \$1 billion to kick start the creation of the Bradfield City Centre development. Since then, WPCA has begun fast tracking work to capitalise on this development as a way of driving economic prosperity across the Western Parkland City.

In the last year, we welcomed the transfer of land for the city centre from the Commonwealth Government, undertook detailed planning work and prepared Strategic and Final Business Cases. We secured \$260 million to deliver a full-sized Advanced Manufacturing Research Facility (AMRF) and talked to the market about agribusiness opportunities in the broader Aerotropolis.

We also completed the design for the First Building, a multi-purpose shared-use facility where we will pilot the AMRF and published four tender packages for new equipment. And we issued the tender for civil works and construction of the First Building.

The market has responded with enthusiasm, and we are already attracting leading global tenants. We secured our first tenant for the First Building - Japanese conglomerate Hitachi and had confirmation that the country's peak science organisation, the CSIRO, will move into a new purpose-built facility within the city centre.

Technology is driving rapid change and we've heard industry feedback that current education and training models are not keeping pace. This year we launched a \$37.4 million New Education and Training Model with courses already underway.

We started work on a Masterplan for the South-West Community and Justice Precinct in collaboration with Campbelltown Council and other State and Commonwealth Government agencies. And we evolved the Place-Based Infrastructure Compact model to meet the specific needs of the councils in our area.

We increased the number of our industry partners to 34, building a strong pipeline of potential investment, job creation, and economic growth.

We launched the draft Blueprint and draft Economic Development Roadmap - Phase 1 both of which mark a fundamental shift away from old planning approaches where homes were developed before transport, services and jobs. Instead, we've outlined how we will focus on jobs-led growth and the delivery of services and infrastructure aligned with that growth.

Looking ahead, the Board will continue to support the Authority as it builds on this momentum. Priorities include co-ordinating the delivery of the commitments in the Western Sydney City Deal, releasing the Bradfield City Centre Masterplan and delivering the next phase of critical infrastructure for the new city centre.

We'll go back out to market to attract new tenancies for the city centre, further develop our agribusiness opportunities and support the work continuing apace at the new airport site and the metro.

A key step forward will be going out to market for world leading providers for the energy, digital, cyber and circular economy systems that will service stage one of the Bradfield City Centre development. In the next year, the Authority will also move into their new headquarters in Penrith.

This is an enormous and exciting undertaking. I would like to acknowledge the strategic guidance and oversight my fellow Board colleagues have provided and thank WPCA CEO, Dr Sarah Hill, and everyone at the Authority for their work. We are only as good as our partners and I look forward to continuing to deepen our relationships with local council, landholders, industry partners and the community.

In all of this, our mission remains clear. Western Sydney will be the social, economic and environmental powerhouse of Australia delivering new industries and jobs that will improve the lives of people in Western Sydney and all of Australia.

**Jennifer Westacott AO**  
Chair, Western Parkland City Authority

# Chief Executive Officer's Report



**Dr Sarah Hill**  
Chief Executive Officer  
Western Parkland City Authority

For the team at the Western Parkland City Authority (WPCA), 2021–22 was characterised by our mission to turn vision into outcomes — that is, to make the Western Parkland City the most green, connected and advanced in Australia.

The sheer size and anticipated growth of the Western Parkland City underscores its importance to NSW. As the ‘chief advocates’ for the area, our focus is to ensure that local communities benefit from that growth and change. A key part of this is our City Blueprint and Economic Development Roadmap — two initiatives we created to better understand how we could align planning with infrastructure and to help secure the city’s fair share of infrastructure funding.

The Bradfield City Centre and the Western Sydney Aerotropolis will be transformational, but this isn’t an ‘either/or’ proposition. While these city-scale investments are game changing and will shape our city for generations to come, we see liveability today at the local level across the Western Parkland City as equally important.

We want all the city centres across the Western Parkland City to be the beneficiaries of the significant

employment and economic opportunities that will come. We also want to make sure everyone benefits from the improved mobility and accessibility to local jobs, services and recreation.

The ground-breaking \$20 billion Western Sydney City Deal is testament to that focus. Four years on, the partnership between the Australian and NSW Governments and the eight Western Parkland local councils remains critical to the delivery of city shaping infrastructure. This includes the Sydney Metro–Western Sydney Airport Line, Regatta Park, Campbelltown Billabong, Wollondilly Shire Hall, Liverpool Lurnea Community Hub, Narellan Sports Hub and the Campbelltown Justice Precinct.

In addition to investing in ‘hard’ infrastructure, we are also investing in the people of the Western Parkland City. As we attract new industry and create a diversity of new employment opportunities, we are ensuring that residents have access to the right skills, training and education to take advantage of these new jobs.

This year, we launched the \$37 million New Education and Training Model (NETM). The NETM is the first of its kind, flipping traditional learning models by designing and delivering courses in line with what local industry is telling us its workforce needs, and the skills needed to support emerging industries.

Our inaugural panel of education and training providers is collaborating with industry to design, develop and deliver 100 micro-credentials for 3,000 students as part of the four-year pilot.

Partnership remained a key theme for us throughout the year. We invited industry to partner with us at the Bradfield City Centre with the

first opportunities for tenancy and investment being taken to market. We signed an additional eight memorandums of understanding bringing our total number of partners to 34. We also established an Investor Concierge Service to help businesses across the entire Western Parkland City establish and grow their operations.

We marked the commencement of activity at the Bradfield City Centre with a site cleansing by the Gandangara Local Aboriginal Land Council. It was a significant milestone that underlines a commitment to ensure First Nation principles guide our work.

We appointed our first Director of Aboriginal Outcomes, welcomed our first contractors, NPM Indigenous, and began developing a Reconciliation Action Plan. Our First Building, designed by Hassell Studio together with Djinjama–Cultural Design and Research, will set a new standard in building design, especially in the way it pays respect to Aboriginal culture.

I am incredibly proud of what the WPCA team has achieved this year and the foundations they are laying for the next. As we prepare to move our headquarters to Penrith to be closer to our community, I am heartened by the number of new team members joining us from across Western Parkland City. This is a great demonstration of our vision for a true 30-minute city supported by jobs and better opportunities for all.

I want to thank our many government and industry partners. We cannot do this work alone and your support and investment are critical in enabling us to deliver on our remit.

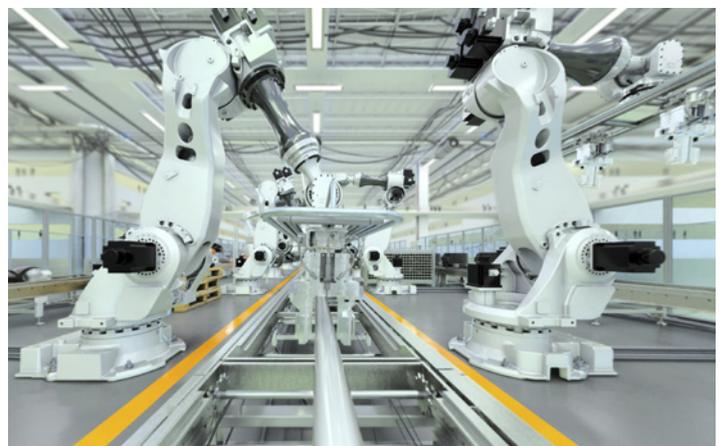
**Dr Sarah Hill**  
CEO, Western Parkland City Authority

# About the Western Parkland City Authority

The Western Parkland City (WPC) covers eight local government areas which include: the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly. It is a major contributor to the national economy with an estimated gross regional product of \$59 billion.

The Western Parkland City Authority (WPCA) works closely with Australian, NSW and local governments; business; higher education institutions; landholders and the community. We help coordinate infrastructure development, attract investment and deliver Australia's newest city — the Bradfield City Centre — to bring the Western Parkland City vision to life.

**Our vision is to deliver Australia's greenest, most connected and technologically advanced major city while maintaining our unique environment, culture and diversity.**



# 2021–22 highlights

## 2021

### July

- Foundation Partner webinar to share the NSW Government's vision for the Bradfield City Centre and commercial opportunities
- Launch of an Invitation to Partner for Bradfield City Centre tenancy
- Commencement of the three-year review of the City Deal

### September

- Bradfield City Centre site transferred from the Australian Government to WPCA

### October

- Appointment of Hassell Studio as First Building architects
- Release of Airfreight Interface (AFI) Concept
- Launch of capital partners market sounding for development in Bradfield City Centre
- 'Tomorrow's City Today' online industry briefing event

### November

- Announcement of \$1.2 million for Campbelltown Community and Justice Precinct Master Plan
- Release of design for First Building, lodgement of State Significant Development Application
- Launch of major projects community information portal on WPCA website

### December

- Launch of Western Parkland City draft Blueprint and Economic Development Roadmap

## 2022

### February

- Launch of the New Education and Training Model (NETM)
- Bradfield City Centre site cleansing with Gandangara Local Aboriginal Land Council

### March

- Commencement of first NETM micro-credential for additive manufacturing
- Launch of Koori Perspectives Circle expressions of interest
- WPCA Chair, Jennifer Westacott AO, keynote address at The Daily Telegraph's Future Western Sydney 2022 summit
- Work completed on National Herbarium of NSW at Mount Annan

### May

- Installation of Bradfield City Centre site office
- Announcement of \$260 million for full-scale AMRF
- Release of first tender for AMRF equipment
- Release of tender for civil works and construction of the First Building

### June

- Release of Airfreight Interface (AFI) Concept Insights Report
- Topping out ceremony at new WPCA headquarters, 50 Belmore Street, Penrith
- Make the Future 2022 AMRF Manufacturing Technology Conference

# 2021–22 Priority

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# Coordination

## ACHIEVEMENT

# Local investment across the Western Parkland City

The WPCA is tasked with coordinating infrastructure, attracting investment and delivering projects across the Western Parkland City. This work will improve economic, social and environmental outcomes for all communities.

Through the Western Sydney City Deal, we continued our advocacy and coordination role with the Australian government and local councils.

There were four commitments completed in 2021–22 as part of the City Deal delivering better outcomes for Western Sydney residents.

Highlights included:

- Receiving planning approval for the Sydney Metro Western Sydney Airport Line;
- Targets for Indigenous, social and local employment for Western Parkland City construction projects;
- Completing works on the state-of-the-art National Herbarium of NSW at Mount Annan which will safeguard more than 1.4 million plant specimens; and
- Completing an independent three-year evaluation of the City Deal.

We also partnered with the eight councils on the Western Parkland City Liveability Program which falls under the City Deal. This program delivers facilities for local communities that would otherwise not have been possible.

Councils claimed close to \$30 million this financial year under the Liveability Program and completed four projects in the Camden and Fairfield council areas. Work continues on another 17 projects in the Blue Mountains, Campbelltown, Hawkesbury, Liverpool and Penrith areas.

Another example of our investment in local infrastructure is the refocus of the Place-based Infrastructure Program (PIC), another City Deal commitment. We are leading this program in collaboration with councils and NSW government agencies.

The PIC monitors population growth and development activity to help efficiently stage infrastructure delivery throughout the Western Parkland City. We are developing the tools to support the program, with a focus on the South West and Macarthur areas. Our work on the PIC is being completed in partnership with the eight councils and all data will be shared as part of the program.



Fairfield City Council – Aquatopia Wave Pool.  
Image credit: Fairfield City Council.



Camden Council - Narellan Sports Hub Stage 2.  
Image credit: TRN Group.

## ACHIEVEMENT

# Work starts on Campbelltown Community and Justice Precinct Master Plan



Artist's impression of the Campbelltown Community and Justice precinct. Image credit: Hassell.

A further \$1.2 million expenditure to progress the next stage of planning for the Campbelltown Community and Justice Precinct was announced in November 2021. This is a key project as part of the Western Sydney City Deal for the Australian and NSW governments, in partnership with Campbelltown City Council.

The proposed precinct will include courts and justice services alongside government, commercial, community and educational facilities on a five-hectare, Council and NSW Government owned site.

The precinct will change how community and justice services are delivered in Western Sydney by combining Federal and NSW justice services alongside community services. It will increase access to high-value, high paying jobs for local residents and provide a more supportive experience for those needing to use the services.

The WPCA is coordinating the development of the precinct's Master Plan following the completion of a Strategic Business Case. Campbelltown Council led community consultation on the proposal in May 2022, with more than 500 submissions received.

The Master Plan is on track for completion by mid-2023.

## ACHIEVEMENT

# Launch of the draft Western Parkland City Blueprint and Economic Development Roadmap

In December 2021, then Minister for Western Sydney, Stuart Ayres MP, launched the WPCA's draft Blueprint together with the draft Economic Development Roadmap – Phase 1.

The draft Blueprint was created by analysing gaps in services and infrastructure, the pipeline of future projects slated for investigation, and opportunities for new and augmented government action. It also included projects from the eight councils for future investigation, coordination and investment.

The draft Blueprint outlined how the Western Parkland City can be made the greenest, most connected and most advanced city in the Indo Pacific.

It proposes the next set of infrastructure priorities for government investment to leverage the \$20 billion already committed to the Western Sydney Airport, metro and roads packages. The highest priorities identified included the next stages of the metro, precinct activation, parks and open spaces, economic development and sustainability.

The draft Economic Development Roadmap – Phase 1 outlines an overarching strategy to make the most of the opportunities emerging from the record investment in the Aerotropolis. It focuses on leveraging the Western Parkland City's existing strengths and supporting the advanced industries that will create new jobs for the next generation.

The WPCA consulted stakeholders on the two documents between December 2021 and April 2022. We received 33 formal submissions and held nine briefing sessions with local government and industry stakeholder groups to gain feedback and to finalise the documents.

The draft Blueprint and Economic Development Roadmap are living documents that will be regularly updated and will provide key inputs into a number of significant planning documents. These include the Western Parkland City District Plan and the Six Cities Regions Plan.



## Deepening engagement



WPCA at Camden Careers Expo

Engaging effectively with the community and stakeholders is a key priority for the WPCA. A focus during 2021–22 was connecting with residents in the Aerotropolis site area and those neighbouring the Bradfield City Centre development site. This included seeking feedback on the proposed naming of the Aerotropolis Core Precinct.

When COVID-19 restrictions reduced opportunities for face-to-face engagement, we improved our website content and its accessibility. We created a Major Projects Information Portal, which includes an interactive map that shows where Australian and NSW government funded projects are underway and outlines monthly milestones and consultation sessions.

We also established a virtual room to allow people to examine plans for the first building in the Bradfield City Centre. This resulted in more than 300 submissions on

the proposal. We also made it easier to subscribe to our quarterly community and industry newsletters so that it was easier for people to find out what was happening and to have their say.

Another focus for the year was engagement with young people. The WPCA team had a presence at several career events for school students, including the Flight Path Aviation Careers Event and the Camden Careers Expo.

We also worked with Western Sydney University to develop an inquiry-based learning program. The program uses Bradfield City Centre as material for schools to teach themes of design and STEM. We hope to roll out the program to all Western Parkland City schools who wish to participate in the future

## ACHIEVEMENT

# Improving Aboriginal outcomes in the Western Parkland City



NPM Indigenous at the Bradfield City Centre

A key focus for the WPCA in 2021–22, helping to improve the long-term outcomes for Aboriginal people in the Western Parkland City.

We appointed our first Director of Aboriginal Outcomes in September 2021, and soon after began the preparation of a Reconciliation Action Plan (RAP) for completion in 2022–23.

As part of the work of the RAP, the WPCA team took part in various cultural awareness training sessions with Gandangara Local Aboriginal Land Council, Muru Mittigar and Zion Engagement and Planning.

Complementing our engagement with the Local Aboriginal Land Councils, we called for expressions of interest in early 2022 for a community-based Koori Perspectives Circle. This group will include Aboriginal people with strong connections to the Western Parkland City to help guide our work, and ensure it reflects the views of our Indigenous stakeholders.

In 2021-22 we engaged a number of Indigenous contractors as part of early works in the Bradfield City Centre. Cultural design and research organisation, Djinjama, provided advice on the First Building, with the final design incorporating elements of Country. NPM Indigenous were the first construction contractors we appointed for the site.

2021–22 Priority:

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Delivery

# Bradfield City Centre takes shape



Artist's impression of the First Building in the Bradfield City Centre.

Following the NSW Government's announcement of more than \$1 billion in enabling works for the Bradfield City Centre in 2020–21, the WPCA was able to shift its focus from planning to delivery in 2021–22.

In September 2021, the site was transferred to the WPCA from the Australian Government and in November 2021, we released the design for the First Building prepared by Hassell Studio.

The First Building will be a multi-purpose facility that will house office and commercial space, a public viewing platform and a manufacturing hall where we will establish the operating model for the Advanced Manufacturing Research Facility (AMRF). We also lodged a State Significant Development Application in November 2021 for the building, consulting with the local community on its design and construction. Tenders for the construction of the building were called for in May 2022.

The building's design pays respect to the ancient Aboriginal culture of the land on which it will be built by taking its cues from the surrounding natural waterways and the Cumberland Plains. The building will be open and welcoming, surrounded by green and open spaces where residents, workers and visitors can gather.

## Cutting edge sustainable design

The First Building will set the benchmark for sustainable design in the Bradfield City Centre. It will be one of the first buildings in Australia designed for a circular economy, with a modular construction that can allow easy disassembly at the end of its life, significantly reducing construction and demolition waste.

It will also use low-embodied carbon laminated timbers and renewable energy, making it energy efficient and climate resilient.

A site office was also opened in May 2022, installed and landscaped by contractors NPM Indigenous. To prepare the site, Gandangara Local Aboriginal Land Council conducted a special cleansing ceremony to mark the beginning of works at the Bradfield City Centre and to acknowledge the traditional custodians of the land.



Site cleansing of Bradfield City Centre.

## ACHIEVEMENT

# Securing funding for the full-scale AMRF



Artist's impression of the inside of Building 2, which will house the full-scale AMRF

In May 2022, the Hon. Dominic Perrottet MP, Premier of NSW, announced more than \$260 million in funding for the full-scale Advanced Manufacturing Research Facility (AMRF), to be located in the heart of the Bradfield City Centre.

The AMRF will be at the centre of a research-led industrial ecosystem that will drive economic activity and job creation across the Western Parkland City.

The 15,500m<sup>2</sup> building will house a shared-use manufacturing hall with some of the world's leading advanced manufacturing equipment. It will be open to businesses and researchers to test new technologies and processes so they can scale up and commercialise more quickly. It will also provide a bridge for small and medium-sized businesses in the Western Parkland City that want to make the transition from traditional to advanced manufacturing.



Artist's impression of the outside of Building 2, which will house the full-scale AMRF

The full-scale AMRF, planned to be operational by 2026, will complement the smaller first facility housed in the Bradfield City Centre's First Building, which will be completed in 2023.

The WPCA also released the first of a \$23 million package of tenders in 2022 for precision advanced manufacturing equipment to be used in the aerospace, defence, automotive and medical industries. This equipment will be installed in the First Building.

## ACHIEVEMENT

# Launch of the New Education and Training Model (NETM)



Western Sydney University - MakerSpace

The WPCA officially launched the New Education and Training Model (NETM) in February 2022.

The four-year, \$37.4 million pilot program flips the traditional training model. It allows industry to design 'micro-credentials' in partnership with prequalified Higher Education Providers and Training organisations. These 'micro-credentials' are short courses of about 40 hours.

The NETM has been designed to help build skills quickly, particularly in the advanced industries that will drive the economy in the Western Parkland City over the coming decades.

The first micro-credential kicked off in March 2022. A partnership between GE Additive and Western Sydney University, the micro-credential focussed on high-tech 3D printing techniques for the development of light-weight, durable components.

By the end of the 2021-22 financial year, more than 30 students across two cohorts had completed the first micro-credential.

Over the four-year pilot, NETM aims to deliver 100 micro-credentials for approximately 3,000 students, with 25 micro-credentials expected to be delivered in each year of operation.

Education and training providers are critical partners in the design, development and delivery of micro-credentials. The WPCA set up the NETM Education and Training Providers Panel (ETPP) in October–November 2021.

The ETPP brings together a group of prequalified Registered Training Organisations (RTOs) and Higher Education Providers (HEPs) with proven capacity and capability to deliver innovative, high-quality learning with industry partners. Through an open tender process, the Authority appointed 15 providers to the inaugural panel:



### NETM at a glance in 2021-22

- 15 education and training providers on initial NETM panel
- 16 micro-credentials commenced or under development
- 31 student completions across two student cohorts over three months (March–May 2022)
- 25 micro-credentials in the pipeline for 2022-23

2021–22 Priority:

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# Investment attraction

## ACHIEVEMENT

# Strong engagement with industry



AFI Concept Insights Report executive breakfast



Make The Future 2022 AMRF Manufacturing Technology Conference

In 2021–22, the WPCA continued to work with businesses and institutions looking to invest or establish a presence in the Western Parkland City.

We signed a memorandum of understanding with eight new partners, bringing the total number of our Industry Partners to 34. We also launched an ‘Invitation to Partner’ that outlined opportunities for tenancy and investment in the Bradfield City Centre. This was followed by the release of a Capital Partner Market Sounding program to engage the property sector on opportunities for development.

The draft Economic Development Roadmap (EDR) was also released, which outlines our strategy to maximise economic opportunities for the Western Parkland City. The EDR includes 20 actions to be implemented by the Authority to support economic growth and development.

Over the year, the WPCA hosted multiple industry focused briefing events.

These included:

- 28 July 2021 – Foundation Partner online briefing and launch of Invitation to Partner;
- 8 October 2021 – ‘Tomorrow’s City Today’ online stakeholder event;
- 3 June 2022 – Airfreight Interface (AFI) Concept Insights Report executive breakfast; and
- 8 June 2022 – Make the Future 2022 AMRF Manufacturing Technology Conference.

An Investor Concierge Service was also introduced. The service helps businesses establish and grow their operations in the Western Parkland City.

It provides potential investors in the Western Parkland City with bespoke, free, confidential and comprehensive support throughout the investment decision-making process. This includes briefings on growth opportunities across the city, detailed economic analysis, introductions to local partners for supply chain identification and research collaborations.

The WPCA also collaborates closely with Investment NSW to attract and coordinate inbound investment by providing proactive market engagement and investment facilitation services.

## Release of the Airfreight Interface Concept



AFI Concept Insights Report executive breakfast

The first flights are scheduled to take-off from the new 24/7 Western Sydney International Airport in 2026. Next to the Airport is the Agribusiness Precinct, where fresh and value-added Australian food could move from farm gate to global export markets in the Asia-Pacific Region.

As part of the work to investigate the viability of this precinct, the WPCA released the Airfreight Interface (AFI) concept and related research. A request for Information initiative (RFI) was also launched.

The AFI concept shows how an industry-led, airfreight interface in the Aerotropolis could put fresh produce and goods from NSW within 14 hours' reach of half of the world's population.

The concept was based on world's-best-practice and provides a model for infrastructure and operations that combines facilities for processing and storing products at ambient and cold temperatures, as well as livestock. The concept also highlights the importance of locating a facility close to the Western Sydney International Airport's planned 24/7 cargo precinct, which could process 200,000 tonnes of cargo each year once operational.

In addition to insights received through consultation with peak groups, industry and government, the RFI initiative received 31 formal responses from industry, landowners, developers and other interested parties. These insights are captured in the 'Airfreight Interface Concept Insights Report' which was released in June 2022 at an event attended by 65 people.

## ACHIEVEMENT

# Announcement of our new head office in WPC



Above and below: the 'topping out' ceremony for 50 Belmore Street, Penrith.

On 3 June 2022, the WPCA announced that it will move its head office from Parramatta to 50 Belmore Street, Penrith, supporting the creation of jobs in the Western Parkland City.

The announcement was made by then Minister for Western Sydney, the Hon. Stuart Ayres MP, at the building's 'topping out' ceremony. The ceremony marked the highest point in the building's construction. Once completed, the site has the potential to accommodate close to 200 of the WPCA's team members, making the WPCA the building's main tenant.

The move will be completed by early 2023 and will ensure the WPCA is closer to the stakeholders it serves.

Environmental and sustainability initiatives will be at the forefront of the design, which will include an outdoor terrace garden with Indigenous edible plants and green waste recycling.



These new partnerships complement the existing non-legally binding commitments in place with the following cohort of Foundation Partners to either establish a presence or provide input into designing the Aerotropolis:

NSW Government & Commonwealth Partners	 	Local Government Partners	  
	 		  
Industry Partners	 	 	
			
	    		
	   		
	    		
	    		
	    		
	    		
	    		
	  		

The level of industry commitment to the Aerotropolis highlights the national and global confidence in the potential of the Aerotropolis as a location for advanced and emerging industries to prosper and grow. As development progresses, the Aerotropolis is well positioned to support Australian and NSW efforts to drive economic recovery and jobs growth.

# Management and structure

## Legal change

During the reporting period there were no changes to our establishing legislation. There was a machinery-of-government change and the issuing of Administrative Arrangements Orders were announced between December 2021 and March 2022.

The effect of the above changes was to:

- (a) Establish the Department of Enterprise, Investment and Tourism (DEIT),
- (b) Transfer the Authority and the Western Parkland City Authority Staff Agency from the Department of Premier and Cabinet Cluster to the DEIT Cluster.

## Charter

The Authority is a statutory corporation established under the *Western Parkland City Authority Act 2018* (WPCA Act) (formerly the *Western City and Aerotropolis Authority Act 2018*). During 2021–22, the Authority reported to the Hon. Stuart Ayres MP, the Minister for Enterprise, Investment and Trade, Minister for Tourism and Sport and Minister for Western Sydney.

Under the WPCA Act, the WPCA is required to produce a formal Charter. The Charter was updated in April 2022. The Charter explains the:

- arrangements for the WPCA, including the role and responsibilities of the Minister, Commonwealth Minister, Board, Chairperson and Chief Executive Officer; and
- matters that are to be given priority by the WPCA in exercising its functions and the classes of decisions that are to be referred to the Minister before being made by the WPCA, pursuant to Section 14 of the WPCA Act.

## Aims and objectives

The object of the WPCA Act is to encourage the economic growth and development of the Western Sydney Aerotropolis and the rest of the Western Parkland City, in particular:

- (a) by creating active, vibrant and sustainable communities and locations that:
  - (i) support national and global business, and
  - (ii) support, and benefit from, the development of the Western Sydney Airport, and
- (b) by supporting the creation of precincts that are focused on job intensive land uses and which include knowledge, industrial, educational, commercial, retail and mixed-use precincts, and
- (c) by promoting investment, and
- (d) by promoting development that accords with best practice environmental and planning standards, is environmentally sustainable and applies innovative environmental building and public domain design, and
- (e) by facilitating the sharing of financial value arising from, or associated with, the development of the operational area so as to offset the provision of public infrastructure, facilities, places and services, and
- (f) by promoting the attainment of value for money and efficiency in the delivery of infrastructure, and
- (g) by achieving optimal outcomes from the Authority working collaboratively with the Commonwealth and State governments and with local councils in the Western Parkland City.

## Research and development

Research and development is not a core function of the WPCA for the purposes of annual reporting. However, research and development activities may form part of investigative studies the WPCA undertakes in carrying out its functions.

# Board

The WPCA Act provides for the establishment of a Board of the WPCA (the Board) and the appointment of a Chief Executive Officer (the CEO). While the WPCA is a NSW entity, the appointment of the Chair and three of the Board members is subject to consultation with the relevant Commonwealth Minister. The Board consists of a person appointed as the Chairperson, three people nominated by the Minister administering the WPCA Act and three people nominated by the relevant Commonwealth Minister.

Information on the members of the Board is set out in the table below. The Board met eight times during the reporting period.

# Jennifer Westacott AO Chair



**Method of appointment**  
Ministerial



**Term**  
3 years (expires 24/2/2025)



**Meeting attendance**  
8

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## Qualifications

- BA (Honours), FAICD, GCB, FIPAA, FANZSOG
- Adjunct Professor at the City Futures Research Centre of the University of New South Wales
- Chevening Scholar at the London School of Economics
- Graduate Management Certificate from the Monash Mt Eliza Business School
- Fellow, Australian Institute of Company Directors and the Australia and New Zealand School of Government
- National Fellow of the Institute of Public Administration (2012)
- Honorary Doctorate from UNSW (2017)
- Awarded an Officer of the Order of Australia (AO) in 2018

---

## Experience

- CEO, Business Council of Australia (since 2011)
- Board Director Wesfarmers (since 2013)
- Chair of the Western Parkland City Authority (since Feb 2019)
- Board Member of the Cyber Security Research Centre Ltd (Since Feb 2018)
- Former Co-chair of the Australia-Canada Economic Leadership Forum Organising Committee
- Member of the Prime Minister's Cyber Security Review Panel (concluded April 2016)
- Chair of Studio Schools Australia
- Patron of Mental Health Australia
- Co-Patron of Pride in Diversity (since Nov 2017)
- Patron of The Pinnacle Foundation (since March 2019)

# Geoff Roberts AM

## Deputy Chair



**Method of appointment**  
Ministerial



**Term**  
3 years (expires 24/2/2025)



**Meeting attendance**  
7

### Qualifications

- B Nat Res (Honours) Resource Management
- M App Sc, Environmental Science
- FAICD

### Experience

- 40 years' experience in strategic environmental planning in Australia and overseas
- Deputy Chair of the Western Parkland City Authority
- Chief Commissioner, Greater Cities Commission (formerly Greater Sydney Commission) (April 2020–present)
- Chief Investment Officer, Investment NSW (April 2021–December 2021)
- Global Head of Relationships, NSW Treasury (November 2019–April 2021)
- Chief Coordinator of the Western Sydney City Deal (end November 2019)
- Deputy Chief Commissioner, Greater Sydney Commission (end 31 March 2020)
- Economic Commissioner, Greater Sydney Commission (end 31 March 2020)

# Alan Stoneham



**Method of appointment**  
Ministerial



**Term**  
3 years (expired 24/2/2022)



**Meeting attendance**  
6

### Qualifications

- Chartered Planner
- Diploma of Environmental Science
- Associate Diploma Local Government Management
- MAICD

### Experience

- General Manager of Penrith City Council (2008–September 2018)
- Deputy General Manager of Penrith City Council (2003–2008)

# Mark Binskin AC

# Elizabeth Montano



**Method of appointment**  
Ministerial



**Method of appointment**  
Ministerial



**Term**  
3 years (expires 24/2/2025)



**Term**  
3 years (expired 6/5/2022)



**Meeting attendance**  
8



**Meeting attendance**  
7

## Qualifications

- Grad. Dip. Management Studies
- GAICD
- Harvard Advanced Management Program

## Qualifications

- BA LLB
- Solicitor of the Supreme Court of NSW and the High Court
- FAICD

## Experience

- Air Chief Marshal (ret'd)
- Chair of the Royal Commission into National Natural Disaster Arrangements (2020)
- Chair of the Australia Pacific Security College Advisory Board (2019–present)
- Deputy Chair of the Sir Richard Williams Foundation (2018–present)
- Chief of the Australian Defence Force (June 2014–July 2018)
- Vice Chief of the Australian Defence Force (2011–2014)
- Chief of the Royal Australian Air Force (2008–2011)
- Chair of the Civil Aviation Safety Authority (2018–2021)
- Board of Invictus Australia (2016–present)
- Temora Aviation Museum Governing Committee (2019–present)

## Experience

- Non-executive Chair/ Director of various public sector boards (since 2001)
- Principal of Advisory Practice in program and project delivery, assurance, risk, strategic and corporate planning, performance reporting and ICT governance including roles as Chair/Member of audit and risk committees (since 2001)
- Chief Executive Officer of AUSTRAC (1996–2001) – first woman to lead a Commonwealth regulatory/ law enforcement agency
- Head Australian Delegation to OECD Financial Action Task Force (1996–2001)
- Former Consultant to King & Wood Mallesons, Solicitors
- Board Member large independent school, Sydney (since 2018)
- Member Executive Committee of a NSW Rural Fire Brigade in Western Parkland City area (since 2016) and Member of associated local emergency services infrastructure incorporated association (since 2020)

# Gabrielle Trainor AO

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	<b>Method of appointment</b> Ministerial
	<b>Term</b> 3 years (expires 24/2/2025)
	<b>Meeting attendance</b> 8

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## Qualifications

- Bachelor of Laws (Melb)
  - Master of Arts in Cultural and Creative Practice (WSU)
  - FAICD
- 

## Experience

Current directorships include:

- The Australian Football League;
- Major Transport Infrastructure Authority (VIC);
- ACT City Renewal Authority;
- WAM Global Ltd;
- Built Pty Ltd; and
- Gagens' Advisory Board.

# Vince Graham AM

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	<b>Method of appointment</b> Ministerial
	<b>Term</b> 3 years (expired 6/5/2022)
	<b>Meeting attendance</b> 7

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## Qualifications

- BE (Civil) Sydney University
  - Post Graduate Diploma of Management, NSW Institute of Technology
  - Churchill Fellow 1981
  - FAICD
- 

## Experience

Current directorships include:

- Sydney University Audit and Risk Committee, Catholic Schools NSW Ltd, and Western Sydney Airport Corporation
- Chief Executive Ausgrid, Endeavour Energy & Essential Energy (Networks NSW) (2012–2015)
- CEO Endeavour Energy (2008–2012)
- CEO Railcorp NSW (2003–2008)
- CEO National Rail Corporation (1992–2002)

# Anthea Hammon

# Mark Steinert



**Method of appointment**  
Ministerial



**Method of appointment**  
Ministerial



**Term**  
3 years (expires 6/5/2025)



**Term**  
3 years (expires 6/5/2025)



**Meeting attendance**  
1\*  
*\*Member appointed on 7/5/2022*



**Meeting attendance**  
1\*  
*\*Member appointed on 7/5/2022*

## Qualifications

- Bachelor of Engineering (Mech) (Hons)
- MAICD

## Qualifications

- BAppSc (PRM)
- G Dip App Fin and Inv (Sec Inst)
- F Fin
- GAICD

## Experience

- Managing Director – Scenic World (2011–present)
- Director – Hammons Holdings (2007–present)
- Director – WSACo (Western Sydney Airport) (2017–present)
- Vice President Blue Mountains Tourism (2017– present)
- Director – Australian Leisure and Recreation Association (2009–2017)
- Director – Blue Mountains Economic Enterprise (2016–2020)

## Experience

Current experience:

- WEM Advisory Board (member)
- St Andrews School Council (member)

Previous experience:

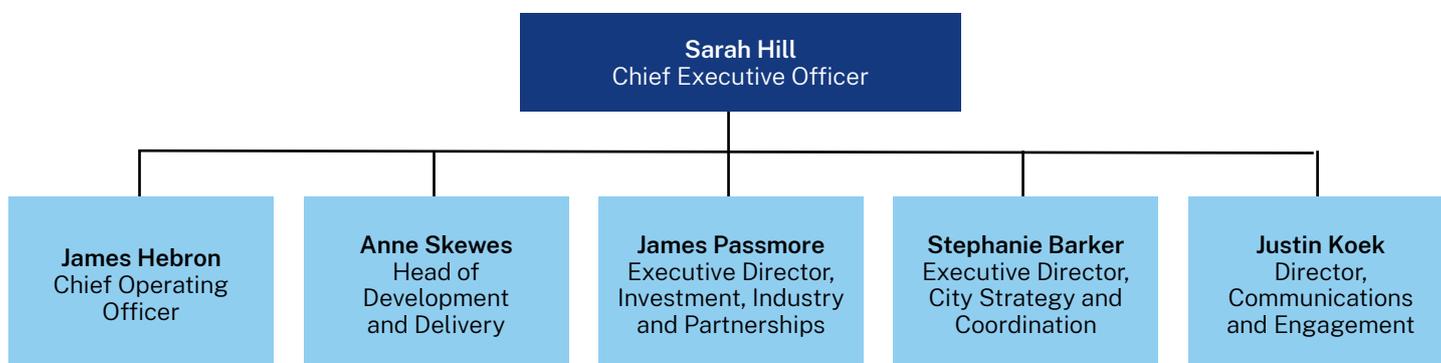
- CEO and Managing Director Stockland
- Head of Australasian Equities UBS
- Global Head of Research UBS
- Global Head of Product Development & Management UBS AM
- President of the Property Council of Australia
- Director Green Building Council of Australia
- Property Champions of Change (member)
- GP Risk and Compliance sub-committee (attendee)

# Executive Leadership team

The Western Parkland City Authority's senior executive leadership team, as at 30 June 2022, is shown below.

Name	Role	Qualifications
Dr Sarah Hill	Chief Executive Officer	<ul style="list-style-type: none"> <li>• Doctor of Philosophy</li> <li>• Master of Urban and Regional Planning</li> <li>• Bachelor of Science</li> <li>• Certificate of UK Planning Law and Practice</li> <li>• Australian Institute of Company Directors Graduate</li> </ul>
James Hebron	Chief Operating Officer	<ul style="list-style-type: none"> <li>• Graduate Certificate of Business Administration</li> <li>• Graduate Diploma of Energy and Resources Law</li> <li>• Bachelor of Laws</li> <li>• Bachelor of Arts (Politics)</li> </ul>
Anne Skewes	Head of Development and Delivery	<ul style="list-style-type: none"> <li>• Master of Arts</li> <li>• Graduate Diploma of Applied Social Psychology</li> <li>• Bachelor Behavioural Science</li> <li>• Australian Institute of Company Directors Graduate</li> </ul>
James Passmore	Executive Director, Investment, Industry and Partnerships	<ul style="list-style-type: none"> <li>• Executive Master in International Business</li> <li>• Bachelor of Commerce</li> <li>• Bachelor of Arts</li> </ul>
Stephanie Barker	Executive Director, City Strategy and Coordination	<ul style="list-style-type: none"> <li>• Master of Urban and Regional Planning</li> <li>• Bachelor of Science (Architecture)</li> </ul>
Justin Koek	Director, Communications and Engagement	<ul style="list-style-type: none"> <li>• Graduate Certificate of Commerce</li> <li>• Bachelor of Communication, Media and Public Relations</li> </ul>

**The Western Parkland City Authority's Senior Executive Leadership organisational chart, as at 30 June 2022**



# Finance

## Budget

### Budget – FY 2021–22 and FY2022–23

Operating Statement	2021–22		2022–23
	Budget (\$'000)	Revised (\$'000)	Budget (\$'000)
<b>Expenses Excluding Losses</b>			
<b>Operating Expenses –</b>			
Employee Related	17,619	14,241	21,504
Personnel Services Expenses	-	-	-
Other Operating Expenses	17,875	19,635	33,492
Grants and Subsidies	36,339	39,539	26,664
Appropriation Expenses	-	-	-
Depreciation and Amortisation	898	475	1,547
Finance Costs	9	8	-
Other Expenses	708	-	737
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>73,448</b>	<b>73,899</b>	<b>83,944</b>
<b>Revenue</b>			
Appropriation Revenue	0	-	0
Cluster Grant Revenue	149,684	356,156	250,310
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	-	382	-
Transfers to the Crown Entity	-	-	-
Sales of Goods and Services	-	0	-
Grants and Contributions	-	4,745	11,224
Investment Revenue	-	-	-
Retained Taxes, Fees and Fines	-	-	-
Other Revenue	-	-	-
<b>TOTAL REVENUE</b>	<b>149,684</b>	<b>361,283</b>	<b>261,534</b>
Gain/(Loss) on Disposal of Non Current Assets	-	-	-
Other Gains/(Losses)	-	-	-
<b>NET RESULT</b>	<b>76,236</b>	<b>287,384</b>	<b>177,590</b>

Capital Budget (Major and Minor Works)	2021–22		2022–23
	Budget (\$'000)	Revised (\$'000)	Budget (\$'000)
Total Capital budget	76,068	316,450	170,709

# Account payment performance

Aged analysis at the end of each quarter 2021-22					
All suppliers					
Quarter	Current (within due date) (\$) overdue (4)	<30 days overdue (\$)	30-60 days	61-90 days overdue (\$)	90+ days overdue (\$)
Sep-21	324,799,864.81	1,358,845.83	335,158.28	40,596.87	69,945.83
Dec-21	6,441,709.09	1,213,389.46	358,886.24	60,901.24	78,379.64
Mar-22	2,227,320.66	453,322.65	270,155.37	16,665.78	35,505.98
Jun-22	7,335,470.78	609,891.81	-	-	-

Accounts due or paid within each quarter 2021-22						
Measure	Total 2021-22	Sep-21	Dec-21	Mar-22	Jun-22	
All suppliers						
Number of accounts due for payment	1,087	199	334	191	363	
Number of accounts paid on time	841	114	235	146	346	
Actual % of accounts paid on time (based on number of accounts)	77%	57%	70%	76%	95%	
Dollar amount of accounts due for payment	345,706,010	326,604,412	8,153,266	3,002,970	7,945,363	
Dollar amount of accounts paid on time	340,804,365	324,799,865	6,441,709	2,227,321	7,335,471	
Actual % of accounts paid on time (based on \$)	99%	99%	79%	74%	92%	

## Accounts due or paid within each quarter 2021–22

Measure	Total 2021–22	Sep-21	Dec-21	Mar-22	Jun-22
Small business suppliers					
Number of accounts due for payment	49	4	17	13	15
Number of accounts paid on time	11	1	1	0	9
Actual % of accounts paid on time (based on number of accounts)	22%	25%	6%	0%	60%
Dollar amount of accounts due for payment	1,478,649	110,808	466,771	496,009	405,060
Dollar amount of accounts paid on time	294,323	3,096	48,642	0	242,585
Actual % of accounts paid on time (based on \$)	20%	3%	10%	0%	60%
Number of payments for interest on overdue accounts	0	0	0	0	0
Interest paid on overdue accounts	0	0	0	0	0

Note: The Western Parkland City Authority is working toward a target of 5 days payment terms for small business suppliers. Payment terms for other businesses are 30 days.

## Time for payment of accounts

No interest was paid due to late payments.

## Disclosure of controlled entities

The WPCA has the Western Parkland City Authority Staff Agency as a controlled entity.

## Disclosure of subsidiaries

The WPCA has statutory powers to establish subsidiary corporations but has not exercised these powers.

## Consultancies

Consultancies of value less than \$50,000.

Nature of services	Number of engagements	Cost (\$)
Commercial advisory services and Strategic Advisory Consultancy Services	7	177,005.00

Consultancies of value equal or more than \$50,000

Consultant	Nature of services	Cost (\$)
Fairway Boulevard Ltd	Project Director/Advisor for Multiutilities Project	228,000.00
Paxon Consulting Group Pty Ltd	Commercial and procurement advisor for the delivery of facilities and assets for the Bradfield City Centre.	134,700.00
Pegg Property Consulting	Property Services Advisor for leading negotiations with the CSIRO and a member of the WPCA Development Advisory Services Panel.	186,175.13

## Land disposal

The WPCA did not dispose of any land during the reporting period.

## Funds granted to non-government organisations

The WPCA did not grant any funds to non-government organisations in the reporting period.

## Events after the reporting period

There have been no other significant events occurring after the reporting period which may affect either the WPCA's operations or results of those operations or the WPCA's state of affairs.

## Economic or other factors

There are no economic or other factors affecting the achievement of operational objectives to report.

## Overseas visits

There were no overseas visits during the reporting period.



## INDEPENDENT AUDITOR'S REPORT

### Western Parkland City Authority

To Members of the New South Wales Parliament

### Opinion

I have audited the accompanying financial statements of the Western Parkland City Authority (the Authority), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information of the Authority and the consolidated entity. The consolidated entity comprises the Authority and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Authority and the consolidated entity.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Authority and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

## Other Information

The Authority's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Board is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Accountable Authority.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Board's Responsibilities for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulation and Treasurer's Directions. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Authority and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Authority or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Scott Stanton  
Assistant Auditor-General

Delegate of the Auditor-General for New South Wales

21 November 2022  
SYDNEY

# Consolidated Financial Statements

For the year ended 30 June 2022

## Western Parkland City Authority Statement by the Accountable Authority for the year ended 30 June 2022

Pursuant to section 7.6(4) of the Government Sector Finance Act 2018 ('the Act'), we state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the Government Sector Finance Regulation 2018 and the Treasurer's directions, and
- present fairly Western Parkland City Authority's financial position, financial performance and cash flows.



Jennifer Westacott AO  
Chair  
17 November 2022



Geoff Roberts AM  
Deputy Chair  
17 November 2022

Statement of comprehensive income for the year ended 30 June 2022	NOTES	CONSOLIDATED			AUTHORITY	
		Budget 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Actual 2022 \$'000	Actual 2021 \$'000
<b>Expenses excluding losses</b>						
Employee-related	2(a)	17,619	13,626	9,879	-	-
Personnel services	2(b)	-	-	-	13,626	9,879
Operating expenses	2(c)	18,583	14,916	10,376	14,916	10,376
Depreciation and amortisation	2(d)	898	440	414	440	414
Finance costs		9	3	8	3	8
Grants and subsidies	2(e)	36,339	33,432	32,019	33,432	32,019
<b>Total expenses excluding losses</b>		<b>73,448</b>	<b>62,417</b>	<b>52,696</b>	<b>62,417</b>	<b>52,696</b>
<b>Revenue</b>						
Grants and other contributions	3(a)	149,684	360,144	91,842	360,144	91,842
Acceptance by the crown of employee benefits and other liabilities	3(b)	-	167	1,059	-	-
Other revenue		-	76	131	243	1,190
<b>Total revenue</b>		<b>149,684</b>	<b>360,387</b>	<b>93,032</b>	<b>360,387</b>	<b>93,032</b>
<b>Operating result</b>		<b>76,236</b>	<b>297,970</b>	<b>40,336</b>	<b>297,970</b>	<b>40,336</b>
Other gains/(losses)		-	-	(64)	-	(64)
Gains/ (losses) on disposal of plant and equipment		-	-	(5)	-	(5)
<b>Net result</b>		<b>76,236</b>	<b>297,970</b>	<b>40,267</b>	<b>297,970</b>	<b>40,267</b>
Other comprehensive income		-	-	-	-	-
Total other comprehensive income		-	-	-	-	-
<b>Total comprehensive income</b>		<b>76,236</b>	<b>297,970</b>	<b>40,267</b>	<b>297,970</b>	<b>40,267</b>

The accompanying notes form part of these financial statements.

Statement of financial position as at 30 June 2022	NOTES	CONSOLIDATED			AUTHORITY	
		Budget 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Actual 2022 \$'000	Actual 2021 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	4	1,948	25,848	32,979	25,476	32,670
Receivables	5	764	1,559	438	1,540	712
<b>Total current assets</b>		<b>2,711</b>	<b>27,407</b>	<b>33,417</b>	<b>27,016</b>	<b>33,382</b>
<b>Non-current assets</b>						
<b>Property, plant and equipment</b>						
Land and buildings		86,574	327,003	12,982	327,003	12,982
Plant and equipment		866	824	355	824	355
Total property, plant and equipment	6	<b>87,440</b>	<b>327,827</b>	<b>13,337</b>	<b>327,827</b>	<b>13,337</b>
Right-of-use assets	7	168	104	315	104	315
<b>Total non-current assets</b>		<b>87,608</b>	<b>327,931</b>	<b>13,652</b>	<b>327,931</b>	<b>13,652</b>
<b>Total assets</b>		<b>90,319</b>	<b>355,338</b>	<b>47,069</b>	<b>354,947</b>	<b>47,034</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Payables	9	989	12,335	2,554	11,944	2,519
Provisions	11	1,084	2,135	1,280	2,135	1,280
Borrowings	10	521	52	430	52	430
<b>Total current liabilities</b>		<b>2,595</b>	<b>14,522</b>	<b>4,264</b>	<b>14,131</b>	<b>4,229</b>
<b>Non-current liabilities</b>						
Provisions	11	43	40	33	40	33
Borrowings	10	77	34	-	34	-
<b>Total non-current liabilities</b>		<b>121</b>	<b>74</b>	<b>33</b>	<b>74</b>	<b>33</b>
<b>Total liabilities</b>		<b>2,715</b>	<b>14,596</b>	<b>4,297</b>	<b>14,205</b>	<b>4,262</b>
<b>Net assets</b>		<b>87,604</b>	<b>340,742</b>	<b>42,772</b>	<b>340,742</b>	<b>42,772</b>
<b>Equity</b>						
Accumulated funds		87,604	340,742	42,772	340,742	42,772
<b>Total equity</b>	12	<b>87,604</b>	<b>340,742</b>	<b>42,772</b>	<b>340,742</b>	<b>42,772</b>

The accompanying notes form part of these financial statements.

Statement of changes in equity for the year ended 30 June 2022	NOTES	CONSOLIDATED		AUTHORITY	
		Accumulated Funds \$'000	TOTAL \$'000	Accumulated Funds \$'000	TOTAL \$'000
<b>Balance at 1 July 2021</b>		42,772	42,772	42,772	42,772
Net result for the year		297,970	297,970	297,970	297,970
Other comprehensive income		-	-	-	-
<b>Total other comprehensive income</b>		-	-	-	-
<b>Total comprehensive income for the year</b>		297,970	297,970	297,970	297,970
<b>Transactions with owners in their capacity as owners</b>					
Increase/ (decrease) in net assets from equity transfers		-	-	-	-
<b>Balance at 30 June 2022</b>		340,742	340,742	340,742	340,742
<b>Balance at 1 July 2020</b>		2,664	2,664	2,664	2,664
Net result for the year		40,267	40,267	40,267	40,267
Other comprehensive income		-	-	-	-
<b>Total other comprehensive income</b>		-	-	-	-
<b>Total comprehensive income for the year</b>		40,267	40,267	40,267	40,267
<b>Transactions with owners in their capacity as owners</b>					
Increase/ (decrease) in net assets from equity transfers		(159)	(159)	(159)	(159)
<b>Balance at 30 June 2021</b>		42,772	42,772	42,772	42,772

The accompanying notes form part of these financial statements.

Statement of cash flows For the year ended 30 June 2022		NOTES	CONSOLIDATED			AUTHORITY	
			Budget 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000	Actual 2022 \$'000	Actual 2021 \$'000
<b>Cash flows from operating activities</b>							
<b>Payments</b>							
			(17,619)	(12,346)	(8,180)		-
			-		-	(12,326)	(8,180)
			-	(8,766)	(11,301)	(8,849)	(11,509)
			(36,339)	(33,432)	(32,019)	(33,432)	(32,019)
			(9)	(3)	(8)	(3)	(8)
			(18,583)	(29,551)	-	(29,551)	-
			<b>(72,550)</b>	<b>(84,098)</b>	<b>(51,508)</b>	<b>(84,161)</b>	<b>(51,716)</b>
<b>Receipts</b>							
			149,684	360,145	91,842	360,145	91,842
			-	31,885	131	31,885	131
			<b>149,684</b>	<b>392,030</b>	<b>91,973</b>	<b>392,030</b>	<b>91,973</b>
	16		<b>77,134</b>	<b>307,932</b>	<b>40,465</b>	<b>307,869</b>	<b>40,257</b>
<b>Cash flows from investing activities</b>							
			(76,068)	(314,629)	(9,504)	(314,629)	(9,504)
			<b>(76,068)</b>	<b>(314,629)</b>	<b>(9,504)</b>	<b>(314,629)</b>	<b>(9,504)</b>
<b>Cash flows from financing activities</b>							
			-	(434)	(387)	(434)	(387)
			<b>-</b>	<b>(434)</b>	<b>(387)</b>	<b>(434)</b>	<b>(387)</b>
			<b>1,066</b>	<b>(7,131)</b>	<b>30,574</b>	<b>(7,194)</b>	<b>30,366</b>
			882	32,979	2,405	32,670	2,304
	4		<b>1,948</b>	<b>25,848</b>	<b>32,979</b>	<b>25,476</b>	<b>32,670</b>

The accompanying notes form part of these financial statements.

## Western Parkland City Authority

### Notes to and forming part of the financial statements for the year ended 30 June 2022

#### 1 Statement of Significant Accounting Policies

##### a) Reporting entity

The Western Parkland City Authority (the Authority) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Authority as a reporting entity, comprises all the entities under its control, namely The Western Parkland City Authority and The Western Parkland City Authority Staff Agency (Staff Agency). The Staff Agency's sole objective is to provide personnel services to the Authority. The Reporting entity is consolidated as part of the NSW Total State Sector Accounts.

In accordance with *Administrative Arrangements (Second Perrottet Ministry- Allocation of Acts and Agencies) Order 2021*, dated 21 December 2021 and effective 1 April 2022, the Western Parkland City Authority was transferred from NSW Premier and Cabinet Cluster to Enterprise, Investment and Trade cluster.

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

The Authority is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These consolidated financial statements for the year ended 30 June 2022 have been authorised for issue by the Authority's Board on 17 November 2022.

##### b) Basis of preparation

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

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Government Sector Finance Act 2018 (GSF Act)*; and
- Treasurer's Directions issued under the GSF Act.

The Authority's financial statements have been prepared on a going concern basis, which contemplates the continuity of normal operating activity and the realisation of assets and the settlement of liabilities in the normal course of operations. The Authority receives annual grants from the NSW Government which are sufficient to fund its ongoing operations.

Property, plant and equipment and certain financial assets and liabilities are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention, except as otherwise specified. Detailed accounting policies the Authority has adopted have been disclosed within the notes to the financial statements.

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Authority's presentation and functional currency.

##### c) Statement of compliance

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

#### d) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

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

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the ATO are classified as operating cash flows.

#### e) Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

#### f) Changes in accounting policies, including new or revised AAS

##### i. Effective for the first time in FY 2021-22

The accounting policies applied in 2021-22 are consistent with those of the previous financial year. The following amendments and interpretations apply for the first time in 2021-22. The Authority considers the impact from these on the financial statement to be immaterial.

- *AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*
- *AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2*
- *AASB 2020-9 Amendments to Australian Accounting Standards – Tier 2 Disclosures: Interest Rate Benchmark Reform (Phase 2) and Other Amendments*
- *AASB 2021-1 Amendments to Australian Accounting Standards – Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities*
- *AASB 2021-3 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021*
- *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities Issued but not yet effective*

##### ii. Issued but not yet effective

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise. The following new AAS have not been applied and are not yet effective, in accordance with the NSW Treasury mandate (TPG 22-07).

- *AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- *AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- *AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- *AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates*

- *AASB 2021-6 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*
- *AASB 2021-7a Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- *AASB 2021-7b Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- *AASB 2021-7c Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*

The Authority anticipates that the adoption of these Standards in the period of initial application will have no material impact on the financial statements.

#### g) Significant accounting judgements, estimates and assumptions

The preparation of the Authority's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets, liabilities, the accompanying disclosures and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

##### ***Estimates and assumptions***

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are provided in the individual notes (as applicable). The Authority based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Authority. Such changes are reflected in the assumptions when they occur.

#### h) Impact of COVID-19 on Financial Reporting for 2021-22

The Authority experienced no significant impact in the financial year as a result of COVID 19. The Authority's finances, liquidity position, control environment and general operations carried on without any major impediment. Further, there were no material valuation impacts from COVID-19 identified on the Authority's non-current assets.

The Authority implemented several initiatives in 2020-21 to ensure compliance with Public Health Orders and further promote staff safety and wellbeing including remote working arrangements, additional office cleaning and social distancing within the Authority's premises. These initiatives continued during the current financial year with immaterial impact to the Authority's financial reporting for 2021-22.

## 2 Expenses excluding losses

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>(a) Employee related expenses</b>				
Salaries and wages (including annual leave)	11,741	7,718	-	-
Redundancy	337	425	-	-
Superannuation - defined benefit plans	42			
Superannuation - defined contributions plans	562	359	-	-
Long service leave	220	1,059	-	-
Workers' Compensation Insurance	81	-		
Payroll tax and fringe benefits tax	643	318	-	-
<b>Total</b>	<b>13,626</b>	<b>9,879</b>		
<b>(b) Personnel services</b>				
Personnel services	-	-	13,626	9,879
<b>Total</b>	<b>-</b>	<b>-</b>	<b>13,626</b>	<b>9,879</b>

Employee related expenses in the current financial year relates to the provision of personnel services by the Staff Agency to the Authority.

\$4.0 million (2021: \$1.3 million) of employee related costs have been capitalised to work-in-progress and are therefore excluded from the above.

There are no employee related maintenance expenses.

CONSOLIDATED		AUTHORITY	
2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000

(c) Other operating expenses include the following:

Auditor's remuneration

- Audit of the financial statements <sup>1</sup>	123	114	123	114
- Internal audit	82	99	82	99
Fees for services	7,382	3,687	7,382	3,687
Board remuneration and expenses	620	658	620	658
Legal fees	758	489	758	489
Consultants	184	888	184	888
Contractors	3,903	3,521	3,903	3,521
Corporate services	613	351	613	351
Maintenance expenses*	36	36	36	36
Occupancy costs	259	108	259	108
Insurance	123	-	123	-
Other operating expenses	833	425	833	425
<b>Total</b>	<b>14,916</b>	<b>10,376</b>	<b>14,916</b>	<b>10,376</b>

<sup>1</sup> The audit fees for the year ended 30 June 2022 includes audit fees in relation to the FY20-21 financial year, of \$25,000.

CONSOLIDATED		AUTHORITY	
2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000

**\*Reconciliation Total Maintenance Expense**

Maintenance expense – contracted labour and other (non-employee related), as above	36	36	36	36
Employee related maintenance expense included in Note 2(A)	-	-	-	-
Total maintenance expenses included in Note 2(A) + 2(B)	36	36	36	36
<b>*Reconciliation - Total maintenance expense</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>(d) Depreciation and amortisation</b>				
Depreciation - right-of-use assets	302	330	302	330
Depreciation - plant and equipment	138	84	138	84
<b>Total depreciation and amortisation</b>	<b>440</b>	<b>414</b>	<b>440</b>	<b>414</b>

Refer to Note 6 and 7 for recognition and measurement policies on depreciation.

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>(e) Grants and subsidies</b>				
Local government	33,432	32,019	33,432	32,019
<b>Total grants and subsidies</b>	<b>33,432</b>	<b>32,019</b>	<b>33,432</b>	<b>32,019</b>

## Recognition and Measurement

### (i) Fees for Services and Consultants Costs

The Fees for Services rendered, and Consultants Costs have been incurred by the Authority to meet its commitments in delivering project goals around the Bradfield City Centre. This specifically relates to the portion of fees for services rendered that cannot be capitalised. Consultant cost is recognised when a person or organisation is engaged under contract on a temporary basis to provide recommendations or professional advice to assist decision-making by management whereas Fees for Services is recognised for all other contracts that are not advisory in nature.

### (ii) Contractors Cost

A Contractor cost is recognised when any individual or organisation (other than a consultant) is engaged to undertake work that would or could be regarded as normally undertaken by an employee, but internal expertise is not available. Contractors normally work under management supervision using the Authority's resources.

### (iii) Maintenance expense

Day-to-day servicing costs or maintenance are charged as expenses are incurred, except where they relate to the replacement or an enhancement of a part or component of an asset, in which case the costs are capitalised and depreciated.

### (iv) Insurance

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

### (v) Occupancy Costs

The occupancy costs include lease expenses for leases that are 12 months or less and other non-rental

expenses (service related) such as cleaning and management fees for all leases. Refer note 7 for recognition of lease expense policy.

#### (vi) Grants and Subsidies

Grants and subsidies expenses consist of expenditure paid to other government agencies or local Councils. All expenses are recognised as expenses in the period in which they are incurred.

### 3 Revenue

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>(a) Grants and contributions</b>				
Grants without sufficiently specific performance obligations				
Capital grants	316,450	8,505	316,450	8,505
Recurrent grants	39,706	83,337	39,706	83,337
Other grants	3,988	-	3,988	-
<b>Total</b>	<b>360,144</b>	<b>91,842</b>	<b>360,144</b>	<b>91,842</b>

#### Recognition and Measurement

Income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers. Comments regarding the accounting policies for the recognition of income are discussed below.

Income from grants without sufficiently specific performance obligations is recognised when the Authority obtains control over the granted assets. Control is normally obtained upon receipt of cash.

#### (b) Acceptance by the Crown of employee benefits and other liabilities

The following liabilities and/or expenses have been assumed by the Crown:

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Long service leave	164	1,059	-	-
Superannuation – defined benefit	3	-	-	-
<b>Total</b>	<b>167</b>	<b>1,059</b>	<b>-</b>	<b>-</b>

#### 4 Current assets - Cash and Cash equivalents

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Cash at bank and on hand	25,848	32,979	25,476	32,670
<b>Total</b>	<b>25,848</b>	<b>32,979</b>	<b>25,476</b>	<b>32,670</b>

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash at bank and cash on hand. Refer to Note 17 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

#### 5 Current assets - Receivables

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
GST receivables	682	287	682	287
Other	374	74	355	348
Prepayment	503	77	503	77
<b>Total current assets - receivables</b>	<b>1,559</b>	<b>438</b>	<b>1,540</b>	<b>712</b>

#### Recognition and Measurement

##### Trade and other receivables

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

##### *Subsequent measurement*

The Authority holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the period when impaired, derecognised or through the amortisation process.

Details regarding credit risk of trade receivables that are neither past due nor impaired, are disclosed in Note 17.

## 6 Non-current assets - property, plant and equipment

	CONSOLIDATED AND AUTHORITY				
	Work in Progress (Land & Building) \$'000	Work in Progress (leasehold improvements) \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
<b>At 1 July 2020- fair value</b>					
Gross carrying amount	3,651	-	-	287	3,938
Accumulated depreciation and impairment	-	-	-	(15)	(15)
<b>Net carrying amount</b>	<b>3,651</b>	<b>-</b>	<b>-</b>	<b>272</b>	<b>3,923</b>
<b>Year ended 30 June 2021</b>					
Net carrying amount at beginning of year	3,651	-	-	272	3,923
Additions	9,331	-	-	173	9,504
Disposals	-	-	-	(6)	(6)
Depreciation expense	-	-	-	(84)	(84)
<b>Net carrying amount at end of year</b>	<b>12,982</b>	<b>-</b>	<b>-</b>	<b>355</b>	<b>13,337</b>
<b>At 1 July 2021- fair value</b>					
Gross carrying amount	12,982	-	-	453	13,435
Accumulated depreciation and impairment	-	-	-	(98)	(98)
<b>Net carrying amount</b>	<b>12,982</b>	<b>-</b>	<b>-</b>	<b>355</b>	<b>13,337</b>
<b>Year ended 30 June 2022</b>					
Net carrying amount at beginning of year	12,982	-	-	355	13,337
Additions	21,021	300	293,000	307	314,628
Disposals	-	-	-	-	-
Depreciation expense	-	-	-	(138)	(138)
<b>Net carrying amount at end of year</b>	<b>34,003</b>	<b>300</b>	<b>293,000</b>	<b>524</b>	<b>327,827</b>

## At 30 June 2022- fair value

Gross carrying amount	34,003	300	293,000	760	328,063
Accumulated depreciation and impairment	-	-	-	(236)	(236)
<b>Net carrying amount</b>	<b>34,003</b>	<b>300</b>	<b>293,000</b>	<b>524</b>	<b>327,827</b>

All property, plant and equipment is held by the Authority. There is no property, plant and equipment where the Authority is a lessor under operating lease except for the portion of the land leased to Sydney Metro. Refer to note 7 for details of the operating lease where the Authority is a lessor.

## Recognition and Measurement

### Acquisition of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

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

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

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

### Capitalisation thresholds

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

### Major inspection costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

### Restoration costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

### Works in progress

Costs relating to property, plant and equipment that are under construction, or are otherwise incomplete, are disclosed as work in progress and are not depreciated until the assets are brought into service.

The value of work in progress will generally reflect the costs incurred to date in the creation of the asset (and whether those costs contributed to value) and the expectations of participants.

All amounts under work in progress (land & building) are costs that have been incurred and capitalised in relation to the master planning and development of the Bradfield City Centre.

### Depreciation of property, plant and equipment

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

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

The following depreciation rates have been applied in financial year 2021-22 and are consistent with prior year 2020-21:

Category of assets	Depreciation rates
Office furniture and fittings	10%
Computer equipment	25%
General plant and equipment	14% - 33%

Land is not a depreciable asset.

### Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP21-09) and Treasurer's Direction *Valuation of Physical Non-Current Assets at Fair Value* (TD21-05). TD21-05 and TPP21-09 adopt fair value in accordance with AASB 13, AASB 116 and AASB 140 *Investment Property*.

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

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

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Authority conducts a comprehensive revaluation at least every three years for its land and buildings (except infrastructure and land under infrastructure) where the market or income approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment. The last comprehensive revaluation of Land was completed on 31 March 2022 and was based on an independent assessment.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value.

The Authority's plant and equipment are non-specialised assets with short useful lives and are measured at depreciated historical cost, which for these assets approximates fair value. The Authority has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

Revaluation increments are recognised in other comprehensive income and credited to revaluation surplus in equity. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

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

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

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

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

### **Impairment of property, plant and equipment**

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material.

The Authority assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Authority estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. The reversal is recognised in other comprehensive income and is treated as a revaluation increase, except to the extent that an impairment loss on the same class of asset was previously recognised in net result, then the reversal recognised in net result.

## **7 Leases**

### *Authority as a lessee*

The Authority's four leases, out of which three represented by the office space occupied on Level 2, 2-10 Valentine Street Parramatta and one by Level 4 Suite 2, 45-47 Scott Street, Liverpool expired on or before 30 June 2022. Initially, these arrangements were made through Property NSW, for fixed periods of 2-3 years. These leases have been renegotiated from 1 July 2022 with Property NSW for a period of less than 12 months under the service arrangement model with substitution right clause. During the year, the Authority also entered into a lease with the private sector for a temporary office set up in the Authority's land for a period of 24 months from April 2022. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Authority does not provide residual value guarantees in relation to the leases.

AASB 16 Leases (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases. The Authority has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value leases are leases with a fair value of \$10,000 or less, when new.

(i) **Right-of-use assets under leases**

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

	<b>CONSOLIDATED AND AUTHORITY</b>	
	<b>Land and Buildings \$'000</b>	<b>Total \$'000</b>
<b>Balance at 1 July 2021</b>	<b>315</b>	<b>315</b>
Additions	119	119
Depreciation expense	(302)	(302)
Impairment loss	-	-
Other movements	(28)	(28)
<b>Balance at 30 June 2022</b>	<b>104</b>	<b>104</b>
<b>Balance at 1 July 2020</b>	<b>565</b>	<b>565</b>
Additions	144	144
Depreciation expense	(330)	(330)
Impairment loss	(64)	(64)
<b>Balance at 30 June 2021</b>	<b>315</b>	<b>315</b>

(ii) **Lease liabilities**

Set out below are the carrying amounts of lease liabilities and the movement during the period for lease liabilities disclosed in Note 10.

	<b>Total '000</b>
<b>Balance at 1 July 2021</b>	<b>430</b>
Additions	119
Interest expenses	3
Payments	(438)
Other movements	(28)
<b>Balance at 30 June 2022</b>	<b>86</b>
<b>Balance at 1 July 2020</b>	<b>673</b>
Additions	144
Interest expenses	8
Payments	(395)
<b>Balance at 30 June 2021</b>	<b>430</b>

The following amounts were recognised in the statement of comprehensive income for the period ended 30 June 2022 in respect of leases where the Authority is the lessee:

	2022	2021
Depreciation expense of right-of-use assets	(302)	(330)
Interest expense on lease liabilities	(3)	(8)
Impairment loss on right-of-use assets	-	(64)
<b>Total amount recognised in the statement of comprehensive income</b>	<b>(305)</b>	<b>(402)</b>

The Authority had total cash outflows for leases of \$0.4 million in FY2021-22 (FY2020-21: \$0.4 million).

The Authority does not have any leases at significantly below-market terms and conditions principally to enable the Authority to further its objectives.

## Recognition and measurement

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

### i. Right-of-use assets

The Authority recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and buildings 2 to 3 years

If ownership of the leased asset transfers to the Authority at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment.

### ii. Lease liabilities

At the commencement date of the lease, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the Authority; and
- payments of penalties for terminating the lease, if the lease term reflects the Authority exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Authority's leases, the lessee's incremental borrowing rate is used, being the rate that the Authority would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Authority's lease liabilities are included in borrowings.

#### *Authority as a lessor*

During the year, the Authority leased a portion of its land to Sydney Metro for an annual rental payment of \$1 with the lease termination date of 31 December 2025. An operating lease is a lease other than a finance lease. Based on the lease terms and conditions, the Authority has classified this lease as an operating lease. Rental income arising from the lease is accounted for on a straight-line basis over the lease term and is included in revenue in the Statement of Comprehensive Income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Future minimum rentals receivables (undiscounted) under non-cancellable operating lease as at 30 June 2022 are considered to be immaterial.

## **8 Fair Value measurement of non- financial assets**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Authority categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

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

(a) Fair value hierarchy

	2022 - CONSOLIDATED AND AUTHORITY			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Land	-	293,000	-	293,000
Work-in-Progress (land & building)	-	34,003	-	34,003
<b>Total – Land and buildings</b>	-	<b>327,003</b>	-	<b>327,003</b>

	2021 - CONSOLIDATED AND AUTHORITY			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Work-in-Progress	-	12,982	-	12,982
<b>Total – Land and buildings</b>	-	<b>12,982</b>	-	<b>12,982</b>

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

(b) Valuation techniques, inputs and processes

The Authority engages an external, independent and qualified valuer to determine the value of the Authority's Land and building assets. The valuers used market-based direct comparison method to value the Authority's assets. The market-based model used by the independent valuers uses quoted prices from the active property market for identical assets adjusted for size, location, zoning and other relevant attributes.

9 Current liabilities - payables

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Accrued salaries, wages and on costs	491	178	-	-
Payable for personnel services	-	-	409	178
Creditors and accruals	11,844	2,376	11,535	2,341
<b>Total current liabilities - payables</b>	<b>12,335</b>	<b>2,554</b>	<b>11,944</b>	<b>2,519</b>

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 17.

## Recognition and measurement

Payables represent liabilities for goods and services provided to the Authority and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the net result when the liabilities are derecognised as well as through the amortisation process.

### 10 Current / non-current liabilities - borrowings

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Current lease liability (see note 7)	52	430	52	430
Non-current lease liability (see note 7)	34	-	34	-
<b>Total</b>	<b>86</b>	<b>430</b>	<b>86</b>	<b>430</b>

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 17.

### Changes in liabilities arising from financing activities

	Leases \$'000	Total liabilities from financing activities \$'000
<b>1 July 2020</b>	<b>672</b>	<b>672</b>
Cash flows	(378)	(378)
New leases	143	143
Others	(7)	(7)
<b>30 June 2021</b>	<b>430</b>	<b>430</b>
<b>1 July 2021</b>	<b>430</b>	<b>430</b>
Cash flows	(435)	(435)
New leases	119	119
Others	(28)	(28)
<b>30 June 2022</b>	<b>86</b>	<b>86</b>

## 11 Current/non-current liabilities – provisions

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>Current</b>				
<b>Employee benefits and related on-costs</b>				
Annual leave	1,686	933	-	-
Long service leave	409	330	-	-
Provision for personnel services	-	-	2,095	1,263
<b>Total employee provisions</b>	<b>2,095</b>	<b>1,263</b>	<b>2,095</b>	<b>1,263</b>
<b>Other</b>				
Make good provision	40	17	40	17
<b>Total current provision</b>	<b>2,135</b>	<b>1,280</b>	<b>2,135</b>	<b>1,280</b>
<b>Non-current</b>				
<b>Employee benefits and related on-costs</b>				
Long service leave	40	33	-	-
Provision for personnel services	-	-	40	33
<b>Total non – current provision</b>	<b>40</b>	<b>33</b>	<b>40</b>	<b>33</b>
Current annual leave obligations expected to be settled after 12 months	390	142	-	-
Current long service leave obligations expected to be settled after 12 months	40	33	-	-
Provision for personnel services expected to be settled after 12 months	-	-	430	175
<b>Total</b>	<b>430</b>	<b>175</b>	<b>430</b>	<b>175</b>
<b>Aggregate employee benefits and related on-costs</b>				
Provisions	2,135	1,296	-	-
Provision for personnel services	-	-	2,135	1,296
Accrued salaries, wages and on-costs (note 9)	491	178	-	-
Payable for personnel services (note 9)	-	-	409	178
<b>Total</b>	<b>2,626</b>	<b>1,474</b>	<b>2,544</b>	<b>1,474</b>

## Movement in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	Make good provision	Total
Carrying amount at 1 July 2021	17	17
Additional provision recognised	23	23
Carrying amount at 30 June 2022	40	40

## Employee benefits and related on-costs

### Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted).

Actuarial advice obtained by NSW Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Authority has assessed the actuarial advice based on the Authority's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Authority does not expect to settle the liability within 12 months as the Authority does not have an unconditional right to defer settlement.

### Long service leave and superannuation

The Authority's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The Authority accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

### Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

## Make-Good Provision

Provisions are recognised when: the Authority has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

## 12 Equity

### Accumulated Funds

The category "Accumulated Funds" includes all current and prior period retained funds.

## 13 Commitments

CONSOLIDATED		AUTHORITY	
2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000

### Capital commitments

Aggregate capital expenditure contracted for at balance date and not provided for:

Within one year	12,906	1,765	12,906	1,765
Later than one year and not later than five years	674	-	674	-
Later than five years	-	-	-	-
<b>Total (including GST)</b>	<b>13,580</b>	<b>1,765</b>	<b>13,580</b>	<b>1,765</b>

Total Capital Commitments disclosed above Includes GST amounting to \$1.24 million (2021: \$0.17 million).

## 14 Contingent assets / liabilities

The Authority is not aware of any significant or material contingent assets or liabilities in existence at the reporting date (2021: \$nil) that may materially impact on the financial position of the Authority.

## 15 Budget review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

### Net result

The actual net result was higher than budget by \$221.7 million. The increase was primarily due to the Authority receiving a grant (deferred from FY 2020-21 to FY 2021-22) for the purchase of land related to the Bradfield City Centre development.

### Assets and liabilities

Actual current assets are higher than the budget by \$24.70 million due to the cash balance being higher by \$23.90 million, driven mainly by lower than budgeted cash payments for the Western Parkland City Liveability

program and underspends in other expenditure.

Non-current assets are higher than budget by \$240.32 million mainly due to capitalisation of the purchased land.

Current liabilities are higher than the budget by \$11.93 million mainly due to higher payables related to Western Parkland City Liveability program.

Non-current liabilities are materially in line with the budget.

### Cash flows

The net cash flows from operating activities are higher than the budget by \$230.80 million mainly due to the receipt of the grant (deferred from FY 2020-21 to 2021-22) for the purchase of Land related to the Bradfield City Centre development.

## 16 Reconciliation of cash flows from operating activities to net result

Reconciliation of cash flows from operating activities to the net result as reported in the Statement of Comprehensive Income as follows:

	CONSOLIDATED		AUTHORITY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Net cash used on operating activities	307,932	40,465	307,869	40,257
Net gain/ (loss) on sale of property, plant and equipment	-	(5)	-	(5)
Allowance for impairment	-	(64)	-	(64)
Depreciation and amortisation	(440)	(414)	(440)	(414)
Decrease/(increase) in provisions	(862)	(563)	(862)	(563)
Increase/(decrease) in receivables and other assets	1,121	164	828	375
Decrease/(increase) in payables	(9,781)	684	(9,425)	681
<b>Net result</b>	<b>297,970</b>	<b>40,267</b>	<b>297,970</b>	<b>40,267</b>

## 17 Financial instruments

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

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

The Board and Chief Executive Officer have overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies have been established to identify and analyse the risks faced by the Authority, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Authority on a continuous basis.

## (a) Financial instrument categories

Class	Note	Category	CONSOLIDATED		AUTHORITY	
			2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
			Carrying amount		Carrying amount	
<b>Financial assets</b>						
Cash and cash equivalents	4	Amortised cost	25,848	32,979	25,476	32,670
Receivables <sup>1</sup>	5	Amortised cost	374	151	355	425
<b>Financial liabilities</b>						
Payables <sup>2</sup>	9	Financial liabilities measured at amortised cost	12,223	2,519	11,925	2,519
Borrowings	10	Financial liabilities measured at amortised cost	86	430	86	430

### Notes:

<sup>1</sup> Excludes statutory receivables and prepayments (not within scope of AASB 7).

<sup>2</sup> Excludes statutory payables and unearned revenue (not within scope of AASB 7). Includes lease liabilities.

The Authority determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

## (b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Authority transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the Authority has transferred substantially all the risks and rewards of the asset; or
- the Authority has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control.

When the Authority has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

Where the Authority has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Authority's continuing involvement in the asset. In that case, the Authority also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Authority has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Authority could be required to repay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

### (c) Offsetting financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the Statement of Financial Position if there is currently an enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

### (d) Financial risks

#### Credit risk

Credit risk arises when there is the possibility of the Authority's debtors defaulting on their contractual obligations, resulting in a financial loss to the Authority. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment). Credit risk arises from the financial assets of the Authority, including cash and receivables. No collateral is held by the Authority. The Authority has not granted any financial guarantees.

Credit risk associated with the Authority's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

The Authority considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Authority may also consider a financial asset to be in default when internal or external information indicates that the Authority is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Authority.

#### i. Cash and cash equivalents

Cash comprises of cash on hand and bank balances within the NSW Treasury Banking System.

#### ii. Receivables - trade receivables

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The Authority applies the AASB 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables are grouped based on a shared credit risk characteristic and the days past due. The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Authority has identified the unemployment rate, wages growth rate and CPI inflation to be the most relevant factors, and accordingly adjusts the historical rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments.

The allowance for trade receivables was determined to be \$nil at 30 June 2022 (2021: \$nil).

The Authority is not materially exposed to concentrations of credit risk to a single debtor or group of debtors as at 30 June 2022 or 30 June 2021. The Authority's credit risk arising from receivables is minimal as it is mainly held by Federal and NSW Government Agencies.

#### Liquidity risk

Liquidity risk is the risk that the Authority will be unable to meet its payment obligations when they fall due. The Authority continuously manages risk through monitoring future cash flows from contributions received from NSW Treasury via the principal Department.

During the current year and prior, there were no defaults of payments to suppliers and borrowing payments. No assets have been pledged as collateral. The Authority's exposure to liquidity risk is deemed insignificant based on prior period's data and the current assessment of risk.

Liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11-12. For small business suppliers, where terms are not specified, payment is made no later than 30 days from the receipt of a correctly rendered invoice.

For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payment to other suppliers, the payment of simple interest is at the discretion of the Authority's management.

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

CONSOLIDATED	Weighted average effective interest Rate	INTEREST RATE EXPOSURE				MATURITY DATES		
		Nominal Amount <sup>1</sup> \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non-interest bearing \$'000	< 1 year \$'000	1 to 5 years \$'000	> 5 years \$'000
<b>2022 payables</b>								
Accrued salaries, wages and on costs	-	491	-	-	491	491	-	-
Creditors	-	11,732	-	-	11,732	11,732	-	-
<b>Borrowings</b>								
Lease liabilities	1.60%	86	86	-	-	52	34	-
<b>Total</b>		<b>12,309</b>	<b>86</b>	<b>-</b>	<b>12,223</b>	<b>12,275</b>	<b>34</b>	<b>-</b>
<b>2021 payables</b>								
Accrued salaries, wages and on-costs	-	178	-	-	178	178	-	-
Creditors	-	2,341	-	-	2,341	2,341	-	-
<b>Borrowings</b>								
Lease liabilities	1.41%	430	430	-	-	430	-	-
<b>Total</b>		<b>2,949</b>	<b>430</b>	<b>-</b>	<b>2,519</b>	<b>2,949</b>	<b>-</b>	<b>-</b>

<sup>1</sup>The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Authority can be required to pay. These amounts include both interest and principal cashflows and therefore will not reconcile to the amounts disclosed in the statement of financial position.

<sup>1</sup> The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB 7).

## Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority's exposures to market risk are primarily through interest rate risk on the Authority's lease liabilities and cash balances. The Authority has no exposure to foreign currency risk and does not enter into commodity contracts.

## Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Authority's exposure to interest rate risk through interest bearing liabilities and cash at bank is \$nil at 30 June 2022 (2021: \$nil)

Lease liabilities are fixed rate financial instruments. The Authority does not account for any fixed rate financial instruments at fair value through profit or loss or as at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity.

The Authority does not earn interest on its cash balances. Interest earned is retained by NSW Treasury.

### (e) Fair value measurement

#### i. Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

The Authority does not hold financial assets or financial liabilities where their fair values differ from carrying amount.

#### ii. Fair value recognised in the Statement of Financial Position

The Authority's management assessed that cash and cash equivalents, receivables, payables and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments. The Authority does not hold financial assets or financial liabilities that are valued at fair value using valuation techniques.

## 18 Related party disclosures

In accordance with AASB 124 Related Party Disclosures, key management personnel are those having authority and responsibility for planning, directing and controlling activities of the Authority. For the Authority, these consist of the Chief Executive Officer and the Board of Directors.

### Compensation - key management personnel

Consolidated	2022 \$'000	2021 \$'000
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The authority's key management personnel compensation are as follows:

#### Short term employee benefits

Salaries and wages	1,240	1,292
Other long term employee benefits	18	-
Termination benefits	-	425
<b>Total remuneration</b>	<b>1,258</b>	<b>1,717</b>

The Authority did not enter into any transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

### **Transaction with related parties**

During the year, there were no material transactions between key management personnel of the Authority or their associates with any NSW Government entities.

During the year, the Authority entered into transactions with NSW Government related entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions are all at arm's length and in the ordinary course of the business of the Authority.

The transactions include:

- Grants and contributions received from the Department of Premier and Cabinet amounting to \$340.0 million;
- Grants and contributions received from the Department of Enterprise, Investment and Trade amounting to \$16.0 million;
- Grants and contributions received from Crown finance Entity and Department of Communities and Justice \$2.8 million;
- Grants and subsidies paid to Department of Regional NSW on account of Western Parklands City Liveability Program amounting to \$33.0 million.
- Payments to various other NSW Government Departments and agencies related to grants programs, secondments, ICT charges and other normal course of business;
- Long service leave and defined benefit superannuation assumed by the Crown;
- Payments to Department of Premier and Cabinet and Department of Enterprise, Investment and Trade on account of shared service and other charges;
- Payments into the Treasury Managed Fund for workers' compensation insurance and other insurances; and
- Payments to Property NSW on account of leased premises.

### **19 Events after the reporting period**

There have been no other significant events occurring after the reporting period which may affect either the Authority's operations or results of those operations or the Authority's state of affairs.

**End of audited financial statements**

# People and Culture

The Western Parkland City Authority continues to evolve as an organisation, assisted by the ongoing development of dynamic and engaging initiatives from the People and Culture team. This team provides strategic and operational services and advice covering employee engagement, learning and development, resourcing, organisational design, wellbeing, remuneration and benefits, performance development and management, industrial relations, and reward and recognition.

The following paragraphs describe key People and Culture initiatives and activities during the reporting period.

## People Matter Employee Survey (PMES)

- For the second year, we achieved a 100% response rate for the PMES, demonstrating that our staff are actively involved in providing feedback about the organisation, and ensuring we have a holistic view across the organisation.
- Our highest scoring questions centred around risks and safety, flexible working arrangements and treating each other with respect.
- Wellbeing had the largest increase in score compared to the previous year, which is particularly significant during a period of change and uncertainty due to the COVID-19 pandemic.
- Areas of focus that required additional attention included communication of changes resulting in increased updates via channels such as the staff briefings, internal newsletter and the intranet; performance management which continues to be enhanced by the online human resources platform; and career development opportunities by providing staff with opportunities to increase their skills and knowledge through secondments to other organisations and internal staff movements.
- Listening sessions were held with staff and the leadership team to gain further insight, while pulse surveys centred around health and wellbeing, ways of working and learning and development.

## Performance management

- The Performance Development and Management component of our People & Culture online platform myCareer, was launched enabling staff to create their performance plans in a concise and centralised manner.
- Embedded mandatory KPIs in the performance plans covering people and culture, regulation, and finance related business outcomes were implemented to ensure a consistent approach to core objectives.

## Resourcing

- Staff numbers continued to grow as we transitioned from planning to include the delivery phase of our projects. This saw a need to provide more stability to

the structure of teams with a move from temporary to ongoing employment across all levels of the WPCA.

- A workforce strategy was developed to ensure the workforce has a clear understanding of our short, mid and long-term resourcing requirements that takes into account a general candidate shortage across corporate and delivery roles, the upcoming office move from Parramatta to Penrith, and limitations to remuneration and benefits within the public sector.
- The recruitment module in myCareer was implemented which allowed for streamlining of the attraction, recruitment and onboarding of candidates.

## Learning and development

- A learning and development program was introduced that focused on key themes including working smarter, professional development, health and wellbeing, information sessions, and mandatory awareness.
- A diverse range of courses offered to staff included Working Smart with Outlook, Code of Ethics and Conduct, Gifts and Benefits and Delegations Awareness, Projects Fundamentals, Aboriginal Cultural Awareness, Team Success in a Hybrid Working Environment, and Healthy Brain Healthy Body.
- Tailored training courses were run in a hybrid environment, ensuring there were no barriers to learning opportunities for staff during the COVID-19 pandemic.
- Online Learning and Development modules via myCareer could be linked to development requirements outlined in performance plans with training courses on offer through the online platform.

## Traineeships, internships and graduate program

- Our commitment to developing school leavers, students undertaking tertiary qualifications and recent graduates has continued to increase over the last 12 months.
- Two trainees joined us via the Schools Infrastructure Traineeship Program. The program is designed to provide Year 12 school leavers across NSW with an opportunity for employment while they study a nationally recognised qualification.
- Together with the Public Service Commission and CareerTrackers, we welcomed two new staff as part of the Aboriginal Internship Program where university students work full time during their extended semester breaks with the option of part time employment if study commitments allow.
- The NSW Government Graduate Program enables graduates to join the public sector and gain experience through a number of rotations, with the WPCA proud to have two graduates come onboard in the operational and development teams.

# People and Culture statistics

## Staff profile by category and gender

The following tables relate to total staff headcount as at 30 June over the past three years. This is the first Annual Report that the 'Other staff' (secondees and contractors) category has been included.

Category	2020	2021	2022
Employees	29	55	92
Other staff (secondees and contractors)	21	40	39
<b>Total</b>	<b>50</b>	<b>95</b>	<b>131</b>

Gender	2020	2021	2022
Female	23	50	77
Male	27	45	54
<b>Total</b>	<b>50</b>	<b>95</b>	<b>131</b>

## Public service senior executives

The following tables relate to public service senior executives as at 30 June.

Band	2021		2022	
	Female	Male	Female	Male
Band 4	0	0	0	0
Band 3	2	0	2	1
Band 2	3	5	3	6
Band 1	6	6	14	12
<b>Total</b>	<b>11</b>	<b>11</b>	<b>19</b>	<b>19</b>

2021			2022		
Senior Executive band	Range per annum	Average remuneration	Senior executive band	Range per annum	Average remuneration
<b>Band 4</b>	\$487,051 to \$562,650	N/A	<b>Band 4</b>	\$499,251 to \$576,700	N/A
<b>Band 3</b>	\$345,551 to \$487,050	\$457,686	<b>Band 3</b>	\$354,201 to \$499,250	\$496,713
<b>Band 2</b>	\$274,701 to \$345,550	\$342,083	<b>Band 2</b>	\$281,551 to \$354,200	\$329,307
<b>Band 1</b>	\$192,600 to \$274,700	\$231,559	<b>Band 1</b>	\$197,400 to \$281,550	\$236,736

For the reporting period 2021–22, the percentage of total employee related expenditure that relates to senior executives represented 52.8%. As at 30 June 2021, this figure was 45.4%.

## Trends in the representation of workforce diversity groups

The WPCA collects workforce diversity data for the NSW Public Service Commission as part of the annual workforce profile collection. The profile measures performance in meeting NSW Government benchmarks for employing staff from diverse groups. It also informs the planning and development of diversity initiatives.

The table below demonstrates the trends in the representation of workforce diversity groups with benchmarks provided by the Public Service Commission. The data is based on employees who completed a voluntary Equal Employment Opportunity (EEO) survey upon joining the WPCA.

Workforce diversity group	Benchmark/target	2020	2021	2022
Women <sup>1</sup>	50%	51.7%	60%	62.6%
Aboriginal and/or Torres Strait Islander peoples <sup>2</sup>	3.3%	0%	1.8%	4.4%
People whose first language spoken as a child was not English <sup>3</sup>	23.2%	10.3%	7.3%	21.6%
People with disability <sup>4</sup>	5.6%	3.4%	3.6%	2.3%
People with disability requiring work-related adjustment <sup>4</sup>	N/A	N/A	N/A	N/A

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2014–17 introduced an aspirational target of 1.8% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for 'people whose first language spoken as a child was not English'. The ABS Census does not provide information about first language but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017, the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. The benchmark for 'people with disability requiring work-related adjustment' was not updated.

## Multiculturalism

The Authority's Multiculturalism Strategy is reported on a triennial basis and will be reported in the 2022-2023 Annual Report.

## People with a disability

The Authority's Disability Inclusion Action plan is reported on a triennial basis and will be reported in the 2022-2023 Annual Report.

## Exceptional movements in wages, salaries or allowances

There was one instance of exceptional movement in salary in line with section 24P of the *Statutory and Other Offices Remuneration Act 1975* as determined by the Statutory and Other Offices Remuneration Tribunal.

## People and Culture and industrial relations policies and practices

In addition to adopting and implementing its own policies and practices, the Authority also applied sector-wide and Cluster-wide policies and practices as appropriate.

# Risk management and insurance activities

## Audit and Risk Committee

In accordance with TPP 20-08 Internal Audit and Risk Management Policy for the General Government Sector, the WPCA established its own Audit and Risk Committee (ARC) on 24 September 2019. During the reporting period, six ARC meetings were held, on the following dates:

- 20 July 2021 (financial);
- 30 September 2021;
- 15 November 2021;
- 28 February 2022;
- 22 April 2022 (financial, early close); and
- 16 June 2022.

The current ARC Charter (that aligns with the Internal Audit and Risk Management Policy for the General Government Sector's model ARC Charter) was endorsed by the ARC at its 17 May 2021 meeting, and approved by the Board. The WPCA's Accountable Authority is required to provide an annual statement attesting to compliance with the seven core requirements of TPP 20-08 Internal Audit and Risk Management Policy for the General Government Sector. This is provided at Appendix A.

## Internal audit

The WPCA's outsourced internal audit service provider undertook five audits during the reporting period:

- Work Health and Safety Management Review;
- Land Acquisition and Holding Process Review;
- Delegations and Conflict of Interests Review follow-up;
- Key Financial Controls Health Check Review; and
- Capitalisation Procedures Review.

A three-year Strategic Internal Audit Plan for the 2022–2024 financial years was approved by the Board on 5 October 2021. An updated plan for the expanded WPCA for the 2023–2025 financial years was approved by the Board on 28 June 2022. Internal audit recommendations for actioning by the appropriate subject owner are reported to the ARC on a quarterly basis.

## Risk management

The WPCA reviewed its Risk Management Framework, Risk Appetite Statement, and related risk tolerances during the reporting period to reflect its expanded remit. The Board approved the updated Risk Appetite Statement at its December 2021 meeting.

The Governance, Audit and Risk team is responsible for embedding risk management in the WPCA through training staff and assisting with the identification, analysis, and development of risk management and mitigations of strategic, operational, and project risks.

During the course of the year, the WPCA reviewed its enterprise, operational and project risks. Any changes to the risk profile or ratings are reported to the ARC on a quarterly basis.

A risk eLearning training module will be developed early in the new financial year and will form part of WPCA's mandatory compliance training program.

## Insurance

Insurance coverage was provided by the Treasury Managed Fund (TMF). The WPCA's effective management of risk resulted in no insurance claims being made with TMF.

## Work, health and safety

To comply with the *Work Health and Safety Act 2011*, WPCA has established a Work Health and Safety (WHS) Committee to ensure workers' health and safety at work is optimum, and to assist in developing standards, rules, and procedures relating to health and safety that are to be followed in our workplace. The WHS Committee had four meetings during the reporting period.

All staff receive an office WHS induction when onboarding, which is both face to face and through an eLearning module. Two office-based WHS inspections were also completed, with all identified hazards being resolved.

The WPCA has established several volunteer roles to support WHS and our staff's psychosocial wellbeing. These include mental health first aid officers, emergency wardens and first aid officers. The WPCA also has volunteer Health and Safety Representatives who support the WPCA and its workers under sections 68 and 69 of the *Work Health and Safety Act 2011*.

During the reporting period, the WPCA undertook an assessment of our psychosocial risks and their associated controls, and developed a psychosocial wellbeing program and working group.

With the beginning of the construction phase for the Bradfield City Centre, the WPCA has developed and implemented a Bradfield City Centre WHS project plan, site WHS risk register, and online WHS inductions for staff, visitors and construction workers. We have also developed policies and procedures to ensure the ongoing safety of personnel accessing the site and when construction works are being carried out on the land. In addition, 13 WHS audits of construction activities were completed during the reporting period.

## Claims and reports

There were three incidents with minor injury reported.

### Compensation claims as at 30 June 2022

Year	Workers Compensation premiums paid (\$)	Claims lodged	Open claims
2021-2022	\$80,943	0	0

## Accidents and incidents reported

Cause type	Count
Slip/trip/fall (at work)	2
Slip/trip (journey/recess)	0
Falling object	1
Lifting	0
Cuts/burns	1
Driving/car related	2
Psychological	0
Ergonomic	0
Other*	0
Total	6

\* The 'Other' category includes a range of general accidents and incidents that cannot be readily defined by the preceding identified cause types. Examples include minor near misses, reports by external visitors, and other undefined general incidents or illnesses.

## Fraud and corruption control management

The WPCA's Fraud and Corruption Control Framework was revised to align with the AS8001-2021 Fraud and Corruption Control standard and to comply with the TC18-02 NSW Fraud and Corruption Control Policy. The Framework was approved by the Board at its 8 February 2022 meeting. The Fraud Risk Register, associated controls, and the supporting Fraud and Corruption Control Plan were also reviewed and updated during the reporting period and approved by the Board at its 8 February 2022 meeting. There were no allegations of fraud or corrupt conduct at WPCA during the reporting period.

## Business continuity planning

During the reporting period, the WPCA reviewed and updated its Pandemic Plan, as well as its Emergency and Crisis Management Manual.

In addition, the business units' business impact assessments and existing business continuity plans were reviewed and updated. A new program of review and the training of teams will start early in the new financial year.

# Compliance

## Public interest disclosures

All WPCA employees have a responsibility to report suspected wrongdoing, including: corruption; maladministration; serious and substantial waste of public money; and breaches of the GIPA Act. The *Public Interest Disclosures Act 1994 (PID Act)* is aimed at encouraging and facilitating the disclosure, in the public interest, of wrongdoing in the public sector.

The WPCA is committed to protecting staff who make public interest disclosures. The WPCA ensured that staff are aware of their responsibilities under the PID Act by hosting training covering PIDs on how and to whom disclosures can be made. The WPCA has its own guidelines for PID and a PID Internal Reporting Policy available to all staff.

The PID Act, section 31, requires each public authority to report on its obligations under the Act. In accordance with section 31 of the Act and clause 4 of the *Public Interest Disclosures Regulation 2011*, the WPCA confirms there were no public interest disclosures for the reporting period 1 July 2021 to 30 June 2022.

## Privacy and Personal Information Protection Act 1998

As a NSW Government agency, the WPCA is committed to compliance with the requirements of the *Privacy and Personal Information Protection Act 1998 (PPIP Act)*. Clause 8 of the Annual Reports (Statutory Bodies) Regulation 2015 requires a statement of the action taken complying with the PPIP Act, and any statistical details of any review conducted by or on behalf of the Authority under Part 5 of that Act.

In compliance with the PPIP Act, the Authority has a published Privacy Management Plan.

The Authority reports that no internal reviews were conducted by or on behalf of the Authority under the PPIP Act during this financial reporting year period.

## Compliance management

WPCA's Obligations Register was reviewed and updated during the reporting period. All new starters are required to undertake compliance training as part of onboarding and all existing staff completed annual compliance refresher training. In addition, all managers completed their annual compliance attestations.

A Probity eLearning training module was developed and rolled out to all WPCA staff to complete. This module will also form part of the onboarding and refresher training undertaken by staff.

## Cyber security policy attestation

During the reporting period, the Department of Premier and Cabinet and its outsourced service provider the Department of Customer Service, provided information technology services to WPCA, which included cyber security training, processes, procedures, risk and controls and oversight. Refer to Appendix B for the WPCA's attestation on the NSW Cyber Security core requirements.

## Government Information (Public Access) Act 2009

The *Government Information (Public Access) Act 2009 (GIPA Act)* requires NSW government agencies to make mandatory disclosures of information, encourages proactive releases of information and provides mechanisms for individuals to apply to access government information. Under section 7(3) of the GIPA Act, agencies must review their proactive release of government information program at least once every 12 months. The Authority proactively releases information about strategies and initiatives and listed policy documents for public access freely on its websites, including:

- media releases;
- operational policies;
- details of how stakeholders can comment or
- participate in the WPCA's work via social media;
- contract award notices; and
- a register of meetings with registered lobbyists.

The WPCA received one formal access application under the GIPA Act in this reporting period, which fell under two categories. The WPCA refused to release any documents that were not already publicly available. Statistical information required to be provided in this Annual Report under clause 8 and Schedule 2 of the *Government Information (Public Access) Regulation 2018* is available at Appendix C.

## Consumer response and complaints

The WPCA is not aware of any complaints lodged. WPCA responds to correspondence from the public when received.

# Appendix A

## Internal Audit and Risk Management Attestation Statement for the 2021-2022 Financial Year for Western Parkland City Authority

I, **Dr Sarah Hill** am of the opinion that the **Western Parkland City Authority** has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

### Core Requirements

For each requirement, please specify whether compliant, non-compliant, or in transition

#### Risk Management Framework

- |     |   |                  |
|-----|---|------------------|
| 1.1 | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.  | <b>Compliant</b> |
| 1.2 | The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018. | <b>Compliant</b> |

#### Internal Audit Function

- |     |  |                  |
|-----|--|------------------|
| 2.1 | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.                                | <b>Compliant</b> |
| 2.2 | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | <b>Compliant</b> |
| 2.3 | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.                              | <b>Compliant</b> |

#### Audit and Risk Committee

- |     |   |                  |
|-----|---|------------------|
| 3.1 | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | <b>Compliant</b> |
| 3.2 | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.   | <b>Compliant</b> |

### Membership

The independent chair and members of the Audit and Risk Committee are:

Role	Name	Start term date	Finish term date
Independent Chair	Gabrielle Trainor	24 September 2019	23 September 2022
Independent	Elizabeth Montano	24 September 2019	6 May 2022
Independent	Peter Loxton	24 September 2019	23 September 2023
Independent	Paul Ruiz	24 September 2019	23 September 2024
Independent	Elizabeth Crouch	24 September 2019	23 September 2024



**Dr Sarah Hill**  
Chief Executive Officer  
Western Parkland City Authority



**Virginia Tinson**  
Agency Contact Officer  
Virginia Tinson  
Director, Governance, Audit and Risk  
Tel. 61 2 9372 7292

Date: Tuesday 23 August 2022

# Appendix B

## **NSW Cyber Security Policy Annual Attestation Statement for the 2021 - 2022 Financial Year for the Western Parkland City Authority**

I, James Hebron, am of the opinion that the Western Parkland City Authority (Authority) has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy, specifically that:

Governance is in place to manage cyber security maturity and initiatives;

Risks to information and systems have been assessed and are managed;

There is a cyber incident response plan which was tested during the reporting period;

There is an information security management system; and

There is an approved and funded cyber security uplift program to increase maturity and address known gaps.

I base this opinion on the Cyber Security Attestation assessment undertaken by the Authority's Information Technology team in partnership with the information technology and Cyber Security services provided to the Authority by the NSW Department of Customer Service (DCS). DCS will provide a separate attestation to complement the Authority's attestation, covering those GovConnect systems and services where the Authority falls under the over-arching DCS Cyber Security framework.



**James Hebron  
Acting CEO,  
Western Parkland City Authority**

**Date: 09/09/2022**

# Appendix C

## Statistical information about access applications to be included in Annual Report

(Clause 8)

Table A: Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	1	0	1	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	1	0	1	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timelines**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>1</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

# Western Parkland City Authority Annual Report 2021/22

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## Annual Report publication

This report was desktop published by the Authority at no additional production cost. The Annual Report will be published via [wpca.sydney](http://wpca.sydney).





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