



# CENTENNIAL PARKLANDS ANNUAL REPORT 2009-10





**The Hon. Kevin Greene MP**  
*Minister for Gaming and Racing*  
*Minister for Sport and Recreation*  
*Minister for Major Events*

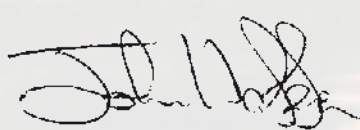
29 October 2010

Level 36  
Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000

Dear Minister

In accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance and Audit Act 1983* and the Regulations under those Acts, we have pleasure in submitting the Annual Report for 2009-10 of the Centennial Park and Moore Park Trust.

Yours sincerely



**John Walker**  
Chairman



**Yvette Pietsch**  
Deputy Chair

## SCOPE OF REPORT

The Annual Report for 2009-10 contains:

- The Centennial Park and Moore Park Trust's performance against the strategies of the 2006-16 Plan of Management as reported in the year's highlights table on pp.8-9.
- Detailed reporting on the Trust's performance against the challenges identified in the 2009-10 Business Plan appearing under the environmental, social and economic sections.

## ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Centennial Park and Moore Park Trust acknowledges the Gadigal clan as the traditional custodians of the country on which Centennial Parklands has been constructed.

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Image: Centennial Parklands is less than five kilometres from the Sydney CBD and is colloquially known as the “lungs of the city”.

**What Centennial Parklands means to me:**  
*“Sanity, serenity, surprises, swans, cyclists, summer and Sydney”*

Virginia Gordon, park visitor, via Facebook

# CENTENNIAL PARKLANDS ANNUAL REPORT 2009-10

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# about

## CENTENNIAL PARKLANDS

360  
hectares

of integrated  
parklands,  
entertainment,  
recreation and  
leisure facilities

10  
million

estimated visits  
per year

122  
years

since Centennial Park  
was officially opened  
to the public

Centennial Parklands' three parks – Centennial Park, Moore Park and Queens Park – account for more than 360 hectares and are managed by the Centennial Park and Moore Park Trust (Trust). This physical space occupies a key position in the hearts, minds and lifestyles of the people of Sydney and beyond.

The Parklands is a treasure that is listed on the State Heritage Register and the Register of the National Estate. It is one of the world's most visited urban parklands.

A detailed map of Centennial Parklands, on the inside back cover, shows the area discussed in this report.

## CENTENNIAL PARK

Centennial Park, covering 220 hectares, was once a huge catchment of creeks, swamps, springs, sand dunes and ponds fed by groundwater.

It was designated as the second Sydney Common in 1811 by Governor Macquarie and used for grazing, lime burning and timber clearing. In 1825 convict labour built a 3.5 km underground aqueduct from the swamps to Hyde Park: Busby's Bore supplied Sydney's main water supply from 1837 to 1859.

In 1888, Sir Henry Parkes dedicated Centennial Park as a public open space for the enjoyment of the people of NSW. Hundreds of unemployed men were enlisted, turning swamps, scrub and rock into a grand park in the Victorian tradition, with formal gardens, ponds, statues and wide avenues where Sydneysiders could drive carriages and 'take the air'.

## Federation of Australia

This work set the scene for the Park's defining moment, as the site of the inauguration of Australian Federation on 1 January 1901 where the States and Territories came together to form a nation. The Federation Pavilion proudly stands near Grand Drive, surrounded by open space, commemorating that event and its ongoing meaning for our nation.

## Today

Centennial Park remains a people's park – a haven amid Sydney's densely populated eastern suburbs. It's a playground for adults and children alike, and one of the world's few inner city parks to offer horse riding facilities. It is home to diverse flora and fauna and many significant tree plantings dating back to the early 20th century, like spectacular Port Jackson figs, Holm oaks and Norfolk Island pines.

## MOORE PARK

Moore Park, covering 115 hectares and also part of the original Sydney Common, lies at the crossroads of some of Sydney's busiest roads providing a necessary green-belt of nearly 4,000 trees, numerous sports fields and walking paths adjacent to one of the busiest sports, leisure and entertainment precincts in Australia.

Moore Park is an asset for the community, providing public spaces and opportunities for the whole community. It features tennis and netball courts, the ES Marks Athletics Field, and an 18-hole Group One public golf course and driving range (one of the largest in the Southern Hemisphere).

Moore Park provides an accessible and high-profile venue for outdoor events, and incorporates:

- Entertainment Quarter (on lease from the Trust);
- Fox Professional Studios (on lease from the Trust);
- Royal Hall of Industries and Hordern Pavilion (on lease from the Trust); and
- Centennial Parklands Equestrian Centre (managed by the Trust).

## QUEENS PARK

Queens Park, covering 26 hectares, was established in 1888 to commemorate the centenary of European settlement. A total of 490 trees include dramatic Port Jackson and Moreton Bay figs, Holm oaks, Monterey pines, Araucarias and coral trees.

The Park provides leisure areas and some of Sydney's busiest sporting fields all set within a natural amphitheatre surrounded by dramatic sandstone cliffs. The sandstone ridge at the Park's

eastern edge provides spectacular views of the Sydney skyline.

Today Queens Park is used for informal recreation and organised sports such as cricket, rugby, football and touch football.

## Corporate direction

### MISSION

To manage and enhance Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community.

### VALUES

Underpinning the actions of the Trust are these core values:

- Conservation – the celebration of the Parklands' heritage and significance in the development of Sydney and the nation;
- Opportunity – provision for all people to enjoy a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Consultation – dialogues with park users, local residents, stakeholders and anyone with an affinity to the Parklands;
- Stewardship – sustainable care and maintenance of the Parklands' environment; and
- Quality – delivery of a high-quality visitor experience reinforced by strong economic return.

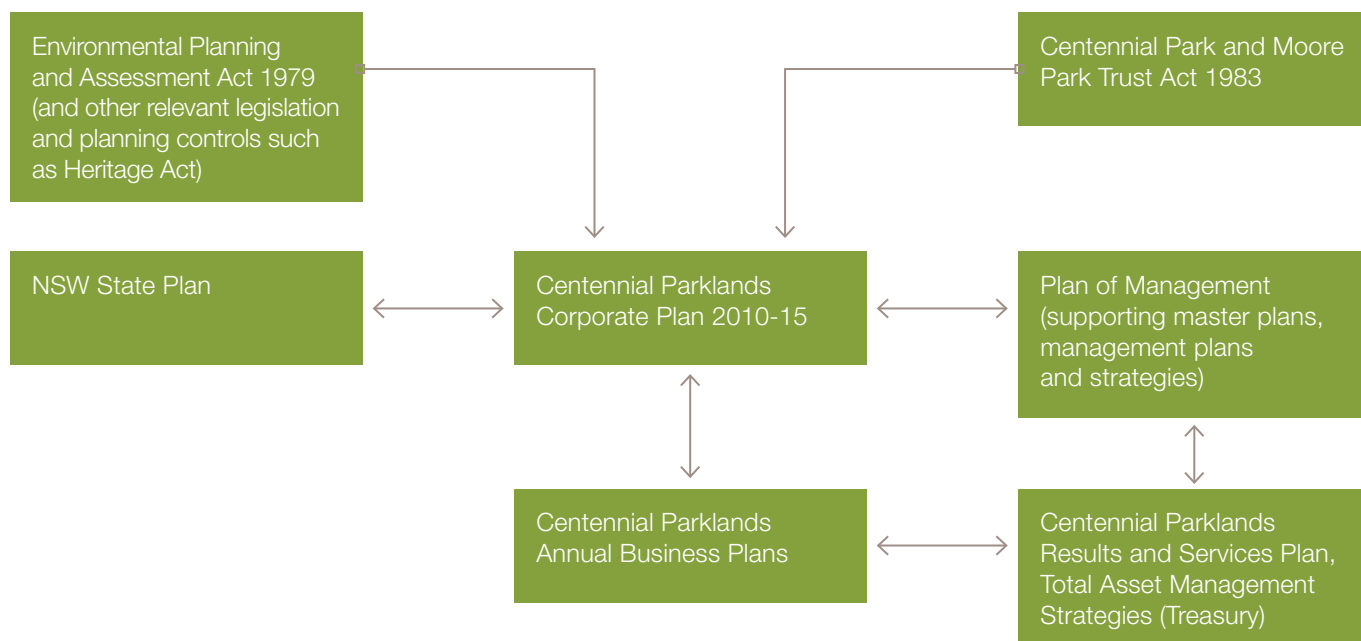
### GOALS

The Trust's Corporate Plan 2010-15 identifies these four goals:

- Protect the integrity of Centennial Parklands and its environment, heritage and values;
- Ensure equity of access and diversity of leisure and education experiences;
- Enhance Centennial Parklands' profile and market position through its initiatives, beneficial partnerships, programs and businesses; and
- Achieve an innovative and sustainable organisation through the capability of its people and sound business practice.

## Planning Framework

A comprehensive planning framework has been established to guide the Trust's future direction and decision-making processes for Centennial Parklands.



### A NEW DIRECTION FOR NSW, NSW STATE PLAN

The NSW State Plan is a commitment from the New South Wales Government to the people of NSW, which sets out clear targets for improved outcomes and service delivery.

The Plan identifies Government's priorities for action over a ten year period (2006-16), with targets set where possible.

The Trust responded with the development of its Corporate Plan 2007-10, highlighting key projects and prioritising actions ensuring that Trust operations are well-aligned with the Plan.

The Trust participates actively with Communities NSW as lead agency in delivering stronger communities.

A number of NSW State Plan objectives are directly relevant to Trust operations, such as increasing, by 2016:

- Increase the number of people engaged in volunteering
- Increase the number of people using parks
- Increase the number of people participating in sporting activities
- Increase the number of people participating in the arts and cultural activity

View the NSW State Plan in full at: [www.nsw.gov.au/stateplan](http://www.nsw.gov.au/stateplan)

### COMMUNITIES NSW

Communities NSW is a NSW Government department comprising 24 agencies and divisions including six major sporting and entertainment venues, six cultural institutions, three parklands and five divisions. It aims to improve the quality of life of people in NSW.

### PLAN OF MANAGEMENT 2006-16

The Centennial Parklands Plan of Management 2006-16, approved by the Minister, provides a strategic management framework for long term-decision making. The Plan establishes the long-term management framework for the Trust.

Guided by the *Centennial Park and Moore Park Trust Act 1983* (Act), the Plan of Management is informed by subordinate plans, strategies and master plans, publicly available via resources like the Parklands' website: [www.centennialparklands.com.au](http://www.centennialparklands.com.au).





## CORPORATE PLAN

This reporting period saw the successful conclusion of the Trust's Corporate Plan 2007-10 and drafting of the Corporate Plan 2010-15.

The Corporate Plan 2010-15 outlines key focus areas for the Trust:

- Provide open space and an entertainment environment that meets the needs and expectations of a diverse and ever increasing number range of park users;
- Planning for and sustainably managing the demands of an ever increasing number of park visitors, especially a rapidly growing local residential population
- Reduce the \$1.7 million annual asset maintenance backlog with proposed further \$20 million in capital works; and
- Implement plans and programs that highlight the national significance of the Parklands.

To achieve its goals and priorities, the Trust has partnered with many other government and non-government organisations, including local councils, the business community, lessees and licensees, transport and access providers. Ongoing consultation with the local community and other key stakeholders is also a priority.

## CONSERVATION PLANNING

The Centennial Parklands Conservation Management Plan provides a framework for protecting the Parklands environment and managing conservation policies within the Parklands. The Plan, originally completed in 2001, was comprehensively reviewed and updated in 2009-10.

## ANNUAL BUSINESS PLANS

Annual business plans outline the Trust's day-to-day actions for each financial year, providing Key Performance Indicators (KPIs) for staff to progress and achieve the priorities, goals and actions outlined in the Corporate Plan.

The Trust endorses these annual business plans, incorporating key organisational programs for that year, which are submitted by June each year.

## IMPLEMENTATION AND RESOURCING

Progress on the implementation of the Corporate Plan and Annual Business Plans is communicated through this Annual Report, presented to the NSW Minister for Sport and Recreation and the NSW Treasurer, and tabled in the NSW Parliament.

In 2009-10, the Trust generated approximately 91 per cent of its total annual operating budget and continued to benefit from additional resources provided by the Centennial Parklands Foundation. Resources were also sought through partnerships and collaboration with relevant agencies, as well as the private sector, to achieve the programs in the Corporate Plan and Annual Business Plans.



## Chairman's Report

In February 2010 I was delighted to be appointed Chairman of the Centennial Park and Moore Park Trust (Trust) for the next two years. This followed my 12 years of continuous service to the Trust during which time I served as Deputy Chairman and Chairman of the Finance Committee. All Trustees, past and present, serve voluntarily because we, in some way or another, have an affinity with all or part of these lands or they have touched our lives in some way.

Our role is one of custodianship for a brief period of time. We hold dear the responsibilities that are given to us by the Parliament, and that have been passed down through the generations, and we try to face the challenges given to us in the interests of all.

Amongst the challenges faced this year was the threat of transfer of responsibility for Moore Park to the Sydney Cricket and Sports Ground Trust (SCSGT). Moore Park is an integral and cohesive part of the greater Centennial Parklands. These Parklands should never be taken away from public use. Whilst any such move may have been halted this time (and has also been halted in the past) there is no doubt in my mind that other interests will continue to seek the land for purposes of self interest. I would like to thank the many people who joined us in this battle and will continue to fight for what is right.

It should be noted however that the Trust remains committed to working with our neighbours at the SCSGT and the NSW Government to resolve the issues surrounding traffic and parking in the precinct.

Another ongoing challenge for us is the future planning for the lands under our administration. We have commissioned a new Master Plan for Centennial Park this year which will complement a range of existing planning instruments that guide the future management, development and use of the Parklands. Perhaps the biggest planning challenge we face is the future of the Entertainment Quarter at Moore Park.

What we have all inherited is not what was intended. The old Showground site is not living up to its potential and significant decisions about its future need to be made. The Entertainment Quarter lessee, Colonial First State Global Asset Management, has submitted a Master Concept Plan for the site. The Trust is focussed on the outcomes it will bring and will continue to work with the lessee and the NSW Government to ensure the site's long term success and vibrancy.

In 2009-10 the Trust delivered a \$28.1 million recurrent and capital program, which enabled the ongoing care of the Parklands and the provision of visitor services and facilities for an estimated ten million visits annually. This year's trading operations resulted in the delivery of a small surplus which has been reinvested in additional park maintenance and improvements.

Our capital works program totalling \$3.9 million delivered more than 20 different projects including the new education facilities, equestrian centre building repairs, new sports fields in Queens Park and an upgraded shared cycleway in Moore Park (subsequently opened in July 2010).

In addition, the Centennial Parklands Foundation, under the leadership of Sarah Whyte, continued to make an invaluable contribution to the Parklands with more than \$494,000 given for environmental and educational projects.

This was complemented by a record level of volunteer support which exceeded 4,400 hours for the year. I would particularly like to thank the people who give their time to the Parklands in this way and to all Governors of the Foundation for their untiring work and support.

In closing, I would like to acknowledge the chairmanship of my predecessor, Professor John Niland AC, who stepped down earlier this year after eight years of outstanding service, and to David Leckie, who served the Trust with distinction for a similar period. I would also like to acknowledge the contribution of my fellow Trustees, our Director and Chief Executive Steve Corbett and his outstanding staff, members of the Community Consultative Committee and the diverse and committed advisory and community groups working with the Trust to manage and improve these Parklands.

I hope the citizens of NSW continue to enjoy the many experiences these Parklands offer, for a very long time to come.

**John H Walker**

*Chair*

*Centennial Park and Moore Park Trust*





## Director and Chief Executive's Report

One of the special features of working within an organisation like the Centennial Park and Moore Park Trust is, in fact, the Board of Trustees.

In recent years, the Trustees have shown leadership, commitment and passion on a range of things that have faced Centennial Parklands; everything from supporting World Youth Day and other major events through to managing Equine Influenza and the expectations of sports and recreation participants each year.

In 2009-10, the Trust has engaged with issues such as the long-term management of Moore Park, providing strategic guidance to the management team on mitigating the effects of the global financial crisis while ensuring that the Parklands' green space and facilities meet public expectations.

Like a number of other agencies within Communities NSW, the Trust operates under its own legislation, the *Centennial Park and Moore Park Trust Act 1983*. This includes the flexibility to generate and retain revenue, including all surplus income, to maintain, operate and enhance the Parklands' assets.

The Trust's governance and business model has demonstrated its value through a number of ways this year. It has guided the new risk assessment and management plan for a community asset that attracts millions of visits a year with a complex and diverse range of assets valued at \$788 million.

The Trust also provided strategic direction to the development of the new five-year Corporate Plan, which will commence in the 2010-11 year.

Some notable achievements arising from the Corporate Plan 2007-10 include:

- 600 semi mature trees planted across the Parklands;
- More than 30 megalitres of avoided potable water use through savings initiatives;

- An estimated 30 million visits to Trust lands including 1.4 million participants at sports and cultural events;
- Funds of \$50 million generated from commercial operations and returned to the Parklands; and
- More than \$200 million in economic benefit to NSW over this period.

There was considerable focus in 2009-10 on building on the success of the launch of the education precinct, in particular the outstanding volunteer program based at the facility. As noted by the Chairman, vital volunteer support doubled from around 2,200 to over 4,400 hours this year. This support came from a diverse range of activities from pest carp species removal and pond system care to plant propagation, visitor information and photography. On behalf of the Trust team, I thank our generous and committed volunteers.

One emerging and likely ongoing challenge for the Trust is the increasing demand for sports field use. Our Parklands' 36 sports fields and facilities attracted more than 250,000 sport participants this year across 17 registered sports some of which, such as football (soccer), have had a surge in interest. The Trust accommodated a 26 per cent increase in participation in this code alone over the past year.

Consistent with this, there is greater pressure by some sports users not to close sports fields in wet weather. The Trust aims to keep these fields safe, in playable condition and enjoyable for summer and winter sports users, and is working closely with representatives from the sports codes to meet needs while maintaining the quality of the playing experience.

This Annual Report details the Trust's performance and achievements across our operations. I want to take the opportunity to thank the Trust for its guidance and support and the Trust team for their hard work and commitment.

**Steve Corbett**  
*Director and Chief Executive*  
*Centennial Park and Moore Park Trust*

# Highlights for 2009-10

Performance against Plan of Management 2006-16

	PROTECT THE INTEGRITY OF CENTENNIAL PARKLANDS	CONSERVE LIVING HERITAGE	ENSURE EQUITY OF ACCESS AND DIVERSITY OF LEISURE EXPERIENCES
KEY RESULT AREAS	<ol style="list-style-type: none"> <li>1. Increased public awareness of values and priorities of Centennial Parklands</li> <li>2. Improved integration and consistency of planning across all Trust lands</li> <li>3. Effective protection of the Parklands and its boundaries</li> </ol>	<ol style="list-style-type: none"> <li>1. Continued improvements in conservation management</li> <li>2. Increasing biodiversity in the Parklands</li> <li>3. Broader community appreciation and awareness of the living heritage of the Parklands</li> <li>4. Increased visitor satisfaction with quality of maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Improvements in equity of access to and within the Parklands</li> <li>2. Increased diversity of visitor profile and access to a range of recreational opportunities</li> <li>3. Improved satisfaction with Parklands accessibility within local and regional communities</li> <li>4. Increased proportion of pedestrian, cycle and public transport access to the Parklands</li> </ol>
KEY OUTCOMES	<ul style="list-style-type: none"> <li>• Reviewed and updated Conservation Management Plan ensuring protection and sound management of Parklands heritage;</li> <li>• Reviewed and aligned current practices with NSW Government Waste Reduction and Purchasing Policy;</li> <li>• National Heritage List nomination submitted for Centennial Park;</li> <li>• Received NSW Premiers Public Sector Award for delivery of the Park Improvement Plan 2002-09.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented Integrated Pest Management, including release of 5,000 predatory fish to help reduce carp population;</li> <li>• Continued development of Tree Replacement Program (\$0.15M funded this financial year);</li> <li>• Developed a 'vision' for possible restoration and redevelopment of historic Toll House in Moore Park;</li> <li>• Refurbished the Rangers Residence to allow a partnership tenancy in 2010-11.</li> </ul>	<ul style="list-style-type: none"> <li>• Hosted high profile and high quality events with approximately \$1.5M income achieved, exceeding revenue targets by 38 per cent;</li> <li>• Implemented Noise Management Plan for events, supported by a regular events newsletter to neighbours;</li> <li>• Participation increased in sporting activity by 20 per cent and completed upgrades to sporting fields in Queens Park and Brazilian Fields;</li> <li>• Installed new signage in the Restaurant and Education precincts.</li> </ul>
FUTURE FOCUS	<ul style="list-style-type: none"> <li>• Prepare and implement Master Plans for Moore Park and Centennial Park.</li> <li>• Deliver 24+ key projects within the \$7M funded Capital Investment Program (CIP) for 2010-11 and work with government to secure further funding;</li> <li>• Complete business case for Moore Park Golf facility redevelopment;</li> <li>• Implement revised Development Approvals Manual with staff training.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare Centennial Parklands Operational Management Plan to underpin Plan of Management;</li> <li>• Review and update the Centennial Parklands Tree Master Plan (TMP) 2002;</li> <li>• Complete condition audits and asset maintenance plans for Centennial Parklands Equestrian Centre, Moore Park Golf House, driving range and Queens Park buildings;</li> <li>• Restore and reinstate the Comrie Memorial Fountain and Charles Dickens statue.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate diverse sporting, educational and recreational activities, especially through business partnerships;</li> <li>• Lead development of a regional sports demand management plan and sports field inventory;</li> <li>• Pursue government approval and funding of Moore Park East event strategies.</li> </ul>



### Some of the key achievements of the Trust in 2009-10:

- Generating an estimated \$1.24 million surplus in the context of the global economic crisis
- Delivery of 30 capital works projects valued at \$3.8 million across the Parklands
- Securing an additional \$2.07 million from NSW Government for the Capital Investment Program 2010-11, with \$9.4 million already obtained from Government for CIP 2009-10 to 2012-13. Total funding for the initial four years increased from \$17.2 million to \$19.3 million
- Launch of a new Education Precinct with discovery garden and community plant nursery
- Provision, through the Foundation, of \$0.35 million towards environmental and education projects

### PROMOTE CULTURAL DIVERSITY AND EXPRESSION

1. Increased diversity of cultural activities that match the community's profile and demand
2. Improved profile of the Parklands in hosting important cultural celebrations on local, regional, State and national scales
3. Growth in broad community participation in Parklands activities and programs

- Exceeded participation target for cultural and major events by 30 per cent with 206,201 patrons;
- Worked collaboratively with Moore Park precinct partners and stakeholders to implement successful major events (including Parklife festival and around 80 stadia events);
- Provided horticultural experience and support to trainees with disabilities through the Windgap Foundation;
- Provided a range of diverse cultural events including the successful Head On photographic exhibition.

- Host diverse celebrations with importance on local, regional, state, national and international levels;
- Develop proposal for establishment of a writers-in-residence program in liaison with key arts bodies;
- Expand use of Education Precinct with community groups;
- Grow volunteer programs to include more corporate volunteers, culturally diverse and special needs groups.

### WORK IN PARTNERSHIP

1. Increased cooperation and collaboration between the Trust and the Parklands stakeholders
2. Increased community participation in long-term management initiatives
3. Increased international recognition for Best Practice in parkland management

- Completed and officially dedicated the Korean War Memorial in Moore Park, in partnership with the NSW Government, Korean Government, Veterans groups and the Korean community of Sydney;
- Completed comprehensive updating of the customer response management framework;
- Increased volunteer hours in Centennial Parklands by 111 per cent on 2008-09;
- Partnered with the the NSW Heritage Stone Program to restore a section of heritage palisade fence in Centennial Park.

- Implement volunteering partnership with Conservation Volunteers Australia;
- Co-host Parks Forum International Biennial Conference in Sydney in 2010;
- Develop collaborative marketing initiatives with Moore Park precinct partners, Centennial Parklands businesses and licensees;
- Work with LGAs regarding stormwater management and seek funding opportunities when available.

### MAINTAIN SOUND BUSINESS PRACTICE

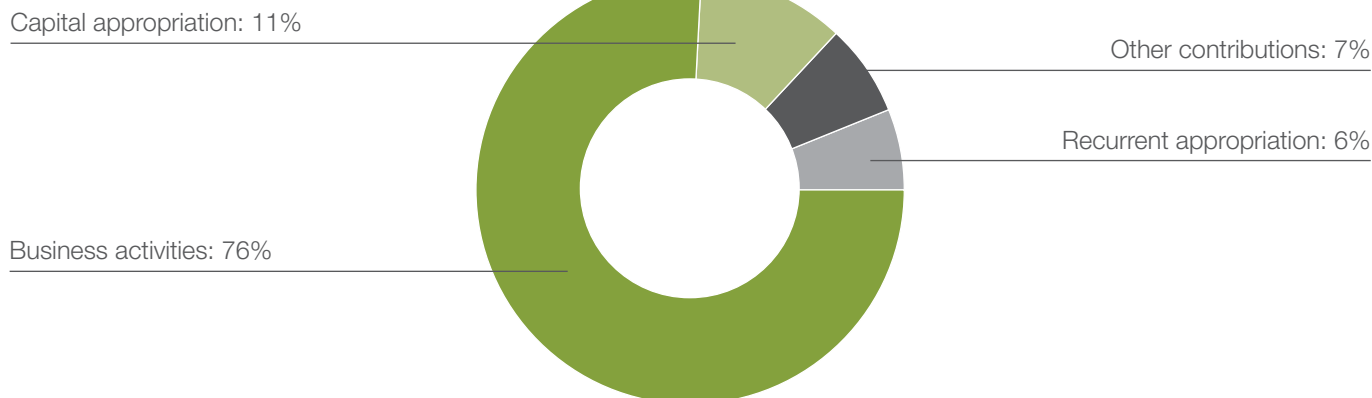
1. Improved security of recurrent government funding
2. Improved performance in financial management
3. Increased diversity and sustainability of funding sources
4. Improved performance of corporate partnerships and alignment with core service objectives

- Developed Corporate Plan 2010-15;
- Project management and capital procurement procedures revised and implemented for improved project delivery;
- Realised a 10 per cent reduction in Workers Compensation insurance premium for 2010-11;
- Facilitated general OHS training from Deloitte for all staff and training to senior staff for OHS Management of Principal Contractors.

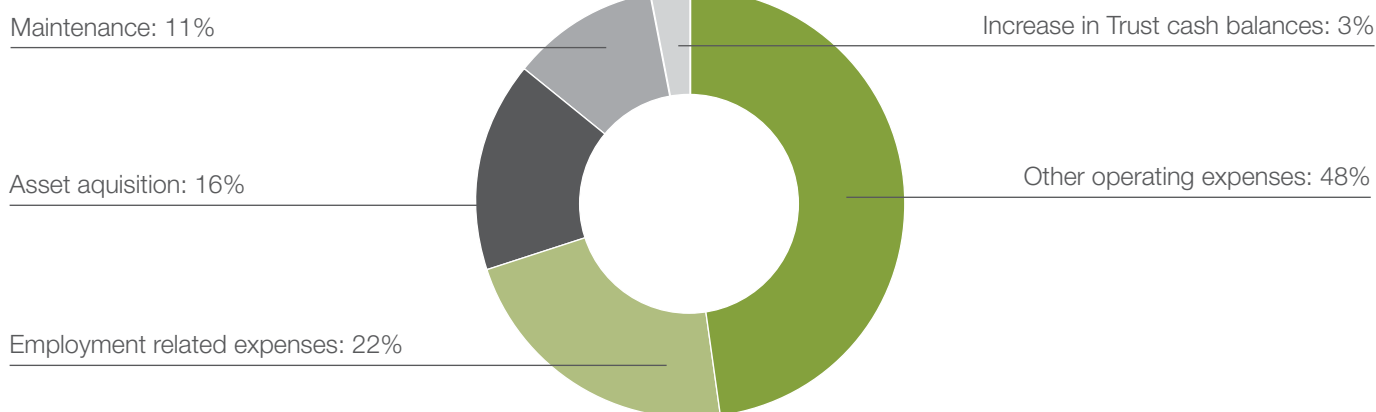
- Identify actions to reduce energy and water usage and improve waste management and recycling;
- Review education business model to improve performance;
- Liaise with internal auditors, Audit and Risk Committee and relevant staff to implement 2010-11 Audit Program;
- Implement actions associated with the *Government Information (Public Access) Act 2009*.

# Financial Summary

## WHERE FUNDS COME FROM



## WHERE FUNDS ARE SPENT



The Trust ended 2009-10 in a sound position and returned a revenue surplus, the result of prudent financial management, containing costs and improved revenue through licences and leases. This will enable future funding and essential reinvestment in the Parklands' assets and facilities, and optimising visitor experience at no expense to environmental sustainability.

During this period, the Trust generated \$19.24M (2008-09: \$19.38M) in operating revenue, and incurred \$19.19M (2008-09: \$19.77M) in operating expenses. Government recurrent funding of \$1.64M funded the remaining nine per cent of operating expenses for the year.

## KEY FINANCIAL PERFORMANCES

The following operational areas performed above expectations in 2009-10:

- Lease-related revenue improved by more than seven per cent partly reflecting higher turnover rents and a full year of operations for the restaurant facility. This was largely offset by lower cost recoveries; and
- Operating and employee-related expenses were \$0.6M lower than the previous year reflecting cost efficiencies but also lower recoverable costs, and the effects of the non-frontline staff freeze.

During the year the Centennial Parklands Foundation directly contributed approximately \$0.35M to the Trust for environmental and educational projects across the Parklands.



# Sustainability Report

Every quarter the Trust reports on a number of key performance areas in order to assess its progress towards achieving its sustainability targets.

The following table summarises the reporting outcomes on a range of these performance areas:

## YEAR ENDING 30 JUNE 2010

PERFORMANCE AREA	ANNUAL TARGET (2009-10)	ANNUAL OUTCOME (2009-10)	ANNUAL OUTCOME (2008-09)	ASSESSMENT	COMMENTS
<b>ENVIRONMENTAL</b>					
Water usage bore/pond	455 ML	194 ML	307 ML	■	Above average annual rainfall.
Water usage town water	28 ML	16 ML	22 ML	■	Above average annual rainfall.
Waste management	360 Tonnes	312 Tonnes	396 Tonnes	■	13% better than target.
Energy usage – electric	1,000 kWh	1,035 kWh	1,000 kWh	■	<5% above annual target.
Energy usage – fuel	40 KL	44 KL	53 KL	■	Higher usage due to additional vehicle.
<b>SOCIAL</b>					
Participation – events	194,250	206,201	223,387	■	Annual target exceeded.
Participation – education	5,562	5,430	5,057	■	Within 3% of target.
Participation – recreation	5,333	6,216	3,273	■	In line with Marketing Committee approved KPIs.
Volunteer program	2,240	4,486	2,124	■	Significant increase in hours.
Marketing revenue	\$60,000	\$51,130	\$68,236	■	Lower income due to reduced promotion and sampling activity.
<b>ECONOMIC</b>					
Revenue	\$18,991,443	\$19,240,333	\$19,385,074	■	Actual revenue tracked favourably compared to budget.
Events revenue	\$1,290,000	\$1,593,440	\$1,651,581	■	Annual target exceeded.
CP Foundation funding	\$743,000	\$494,000	\$513,000	■	Challenging year for the amount and timing of grants.
Revenue to expenses	1.06:1	1.09:1	1.10:1	■	Annual target met.
Cash balance	\$8,589,000	\$10,242,000	\$9,311,000	■	Cash balances are expected to remain stable.
Completion of capital program	100%	105%	105%	■	Annual target exceeded.

■ Current performance targets being met

■ Performance below target; remediation required in the next quarter

■ Urgent remediation required as performance well below target; remediation plan required by the Trust

What Centennial Parklands means to me:

*"42 years of fun family times together"*

Matt Williams, park visitor, via Facebook



# environmental

## PERFORMANCE

\$0.49  
million

provided through  
the Foundation for  
environmental and  
education projects

24  
projects

delivered under the  
Capital Investment  
Program in 2009-10

150,000  
growth

in visits annually  
for sport, events,  
recreation and  
other activities



## The following challenges cover key areas of the Trust's environmental work in 2009-10.

As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what it had planned for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2010-11.

CHALLENGE	COMMENT
Remove over 160 over-mature trees and replant an additional 180 trees (of a tree population of > 15,000)	Completed. The Tree Replacement Program achieved with 178 mature trees removed and 198 new trees planted. The advanced tree order for 2010-11 has been finalised and orders confirmed 2011-12.
Conduct a soil remediation trial and tree rejuvenation project on Grand Drive	Completed Stage Two of the program with an assessment on tree nutrient requirements and autumn fertilizer application.
Complete Stage One of the Grand Drive Inner Circle Tree Project	Stage One completed with fifteen semi-mature (+ four metre tall) trees planted and tree guards installed.
Further develop and implement park furniture replacement program	Finalised new standards for the maintenance of furniture including selection of a suitable colour palette. Completed audit of existing furniture plus programmed maintenance on furniture located at Moore Park and Centennial Park.
Develop maintenance standards for all Parklands Maintenance activities	Ongoing. The Parklands Operations Plan to be finalised in 2010-11. Revised tree maintenance guidelines and horticultural standards completed.
Establish a volunteer growing group facility at the Oxford St residence	Volunteer Growing Group Nursery has been established as part of new Education Precinct. Thirty volunteers have propagated over 2,000 plants to date.
Pond Maintenance	Completed weed removal works in selected ponds across the Parklands. New service and maintenance standards implemented for the management of stormwater traps and other waste collection devices, assisting in reduced litter flows into the pond network.

### FUTURE FOCUS

Planned natural and built environmental projects for 2010-11 include:

- A major refurbishment of 4.5 hectare Area 2 adjacent to the Hordern Pavilion in Moore Park including irrigation and returfing;
- Pond improvements at Model Yacht Pond, Kensington Pond and Little Kensington Pond in Centennial Park – to improve water quality for the ponds and for irrigation;
- Ongoing tree replacements and Eastern Suburbs Banksia Scrub regeneration;
- Amenities and facilities will be upgraded at the Golf House at Moore Park;
- Major repairs to the stables at the Equestrian Centre at Moore Park;
- Further developing an Environmental Management Framework including carbon footprint action plan, and an updated environmental risk register;
- Reviewing the Trust's waste management policy;
- Extending the Education Precinct with an accessible fishing platform, new sheds and an outdoor kitchen and classroom to further support the education programs now in place;
- Ongoing heritage stone restoration works – completion of the Charles Dickens statue, restoration and reinstatement of the Comrie Memorial Fountain and repairs to the 'We Won' bronze sculpture;
- Finalising Park Operations Plan; and
- Commencement of a Master Plan for Centennial Park.

### PARK IMPROVEMENTS

#### Park Improvement Plan 2002-09

The Trust's seven-year \$50 million Park Improvement Plan (PIP) 2002-09 was recognised professionally through various awards, most notably in the 2009 NSW Premier's Public Sector Awards when this Plan was awarded Runner up – Small Agency, in the category: *Project Delivery – Making it Happen*.

In 2009-10 approximately \$3.9 million was spent on a wide range of projects, as summarised here:

PROJECT	EXPENDITURE (\$)
<b>Environment</b>	<b>645,000</b>
<ul style="list-style-type: none"> <li>• Ongoing tree removals and replanting across the Parklands (including 198 semi mature trees).</li> <li>• Ongoing bush regeneration at York Road and Bird Sanctuary.</li> <li>• Design and planning for improvements to Musgrave Pond and Model Yacht Pond works in 2010-11.</li> <li>• Design and planning for Area 2 refurbishment (works in 2010-11).</li> </ul>	
<b>Transport and Access</b>	<b>345,000</b>
<ul style="list-style-type: none"> <li>• Upgraded pathway along Cleveland Street in Moore Park to create a shared cycle and pedestrian path</li> <li>• New signage installed in the Restaurant and Education Precincts.</li> </ul>	
<b>Leisure Facilities</b>	<b>1,260,000</b>
<ul style="list-style-type: none"> <li>• Drainage improvements to the Moore Park Golf practice putting green, two bunkers, three tees and the 18th fairway have ensured faster return to play after rain.</li> <li>• Moore Park Golf car park upgraded to create more general and accessible spaces, and bike parking – with a net reduction of pavement.</li> <li>• Four sports fields at Queens Park underwent major reconstruction to improve playability, durability and condition.</li> <li>• Major window repairs and brickwork re-pointing was completed at the B and D Pavilions at the Centennial Parklands Equestrian Centre.</li> <li>• Irrigation was installed at the Brazilian Fields.</li> </ul>	
<b>Visitor Information and Services</b>	<b>265,000</b>
<ul style="list-style-type: none"> <li>• The Education Precinct was completed and opened in September 2009 including new Learning Centre classroom with expansive decks, a new Community Nursery and Discovery Garden.</li> </ul>	
<b>Heritage Conservation</b>	<b>410,000</b>
<ul style="list-style-type: none"> <li>• Centennial Park was submitted to the National Heritage List (with a determination expected in 2011).</li> <li>• Restoration of a section of heritage palisade fence, sandstone wall and a pedestrian gate on York Road near Oxford Street.</li> <li>• Comprehensive review of Conservation Management Plan reviewed and upgraded.</li> <li>• Renovation to the Rangers Residence to allow a partnership tenancy in late 2010.</li> <li>• Commenced restoration of the Comrie Memorial Fountain.</li> <li>• Commenced restoration of the Charles Dickens statue (due for completion in 2011).</li> </ul>	
<b>Utilities</b>	<b>165,000</b>
<ul style="list-style-type: none"> <li>• Drainage rectification at Moore Park Golf Driving Range, general plumbing and electrical repairs.</li> <li>• New bubbler installed at corner of Parkes and Dickens Drives.</li> <li>• A new incident management system was installed and new printers provided.</li> </ul>	
<b>Annual Provisions</b>	<b>870,000</b>
<ul style="list-style-type: none"> <li>• Major equipment replacements for arboricultural, horticultural and golf operations.</li> <li>• New player golf carts and batteries at the golf course.</li> </ul>	
<b>TOTAL</b>	<b>3,960,000</b>

## Capital Investment Program

Following on from the conclusion of the PIP, the Trust has now completed the first year of the new Capital Investment Plan 2009-19 (CIP). The CIP is jointly funded by NSW Government and the Trust on a dollar-for-dollar basis, with an initial \$17.4 million allocated over the first four years.

The Trust manages a large, diverse and ageing asset base with a number of significant heritage assets. These are subject to intense (and growing) community demand for access and use of the facilities. The CIP focusses on maintaining these existing Parklands assets and ensuring they are safe, compliant and accessible, and it ensures protection of the Parklands heritage and environment.

The CIP is aligned with government policy, statutory requirements and corporate objectives. It reflects the priorities and targets of the NSW State Plan, the Sydney Metropolitan Strategy, the Centennial Parklands Results and Services Plan, the Centennial Parklands Plan of Management and the Centennial Parklands Corporate Plan 2010-15.

The CIP aims to deliver projects over the next decade in the following categories:

- Environmental Improvements;
- Leisure Facilities Improvements;
- Transport and Access Improvements;
- Heritage Conservation Improvements; and
- Visitor Information and Services Improvements.

In 2009-10 a number of key projects were completed including the Cleveland Street Shared Cycleway (see case study below), Brazilian Fields irrigation system upgrade, Queens Park sports field refurbishment and a range of improvement projects at Moore Park Golf.

## FUTURE FOCUS

In 2010-11 projects to be completed include:

- Refurbishment of Area 2 in Moore Park;
- Installation gross pollutant traps at Model Yacht Pond in Centennial Park;
- Restoration and reintroduction of the Comrie Memorial Fountain at Moore Park;
- Perimeter stables upgrades at Centennial Parklands Equestrian Centre;
- Heritage palisade fence restoration works in Centennial Park; and
- Develop a Master Plan for Centennial Park.



Work underway on the Cleveland St Cycleway which has become popular with local cyclists as a safe link in the regional cycling network.

## CASE STUDY

# The Cycleway is there to share

Complementing the aims of the NSW Government's NSW BikePlan, the Trust completed the final section of a four kilometre cycleway that links the city to the eastern suburbs through Centennial Parklands. The cycleway is set to be officially opened in the new financial year and will be a great boost to Sydney's growing cycle network.

The new 3.5 metre wide cycleway runs from South Dowling Street to Anzac Parade on the southern side of Cleveland Street and is shared with pedestrians. There is a significant improvement on the safety and capacity of the previous path although the same alignment was largely reused so as to minimise impact on adjacent heritage trees.

"We received many positive messages through email, Facebook and in person from the cycling public as soon as the project commenced", said Steve Corbett, Director and Chief Executive of the Trust. "They recognised the importance of this route and the need for it to be upgraded to cater for increased demand."

The project was part of the Trust's Capital Investment Program 2010-2019, a \$17.4 million joint-funding initiative between the Trust and NSW Treasury.





## REVIEWING LOCAL PLANS AND DEVELOPMENT PROPOSALS

The Trust took an active role in local planning issues throughout 2009-10 reviewing many development proposals, plans, planning policies and studies for the Parklands and the surrounding area.

The Trust assessed 54 development proposals during the year:

- 48 development applications and minor development proposals;
- One major Concept Plan Application for redevelopment of the Entertainment Quarter; and
- Five internal development proposal assessments:
  - Cleveland Street shared pathway.
  - Moore Park Golf Course upgrade.
  - Moore Park Area 2 refurbishment.
  - Comrie Memorial Fountain restoration and reinstallation.
  - Toll House refurbishment and adaptive reuse.

Seventeen of the development applications and minor development proposals required the Trust's consent as owner of the land where these developments were proposed.

The Trust reviewed these Plans, Planning Policies and Studies during 2009-10:

- City of Sydney Council's Draft Paddington, Centennial Park & Moore Park Pedestrian, Cycling and Traffic Calming Plan;
- Bondi Junction Sub-Regional Bike Plan Study;
- Centennial Park National Heritage List Nomination Report;
- Draft NSW BikePlan;
- A Discussion Paper on the Future Planning Framework for the Entertainment Quarter;
- The NSW Department of Planning's new Process for Local Plan Making;
- Centennial Parklands' Conservation Management Plan 2010;
- The NSW Department of Planning's Metropolitan Strategy Review;
- The City of Sydney's Cycling Education Campaign; and
- Woollahra Council's Collaborative Community Consultation Project – 'Have your say'.

Planning research work undertaken during the year included:

- Quarterly reviews of land use at the Entertainment Quarter; and
- Investigation of options for amending planning controls applying to the Entertainment Quarter.



## Managing Resources

### ENERGY MANAGEMENT

The Trust is committed to achieving savings in energy use and implementing sustainable energy management principles.

The Trust has three sites that purchase electricity on the contestable market utilising the State Contracts Control Board electricity contract number 777. The purchase of electricity on this contract minimises cost and allows the purchase of Green Power, generated from renewable resources.

#### Planning

Accountability and responsibility for energy management has been established by the nomination of an Energy Manager and Energy Co-ordinator. Where the cost is effectively feasible, the Trust endeavours to reduce energy consumption in buildings and vehicle fleet.

### Performance

Between 2008-09 and 2009-10, there has been a five per cent decrease in electricity consumption. There has been a 31 per cent decrease in automotive diesel and petrol consumption, due to a large delivery of bulk fuel at the end of May 2009 that was not totally consumed by the end of June 2009, and was recorded in the 2008-09 report. Resultant overall greenhouse gas emissions decreased by seven per cent.

During this period electricity costs increased by 17.7 per cent while diesel and petrol costs fell by 35.5 per cent.

The Trust purchased these major energy fuels during 2009-10:

FUEL	ENERGY CONSUMED (GJ)	% OF TOTAL ENERGY	ANNUAL COST	CARBON DIOXIDE GREENHOUSE GAS EMISSIONS (TONNES)
Electricity (Black coal)	3,712	77.3%	\$156,624	1,095
Electricity (Green Power)	105	2.2%	\$5,539	0
Automotive Diesel	676	14.1%	\$19,515	47
Petrol (unleaded)	308	6.4%	\$10,506	21
<b>FUEL TOTAL</b>	<b>4,801</b>	<b>100.0%</b>	<b>\$192,184</b>	<b>1,163</b>

### Future Direction

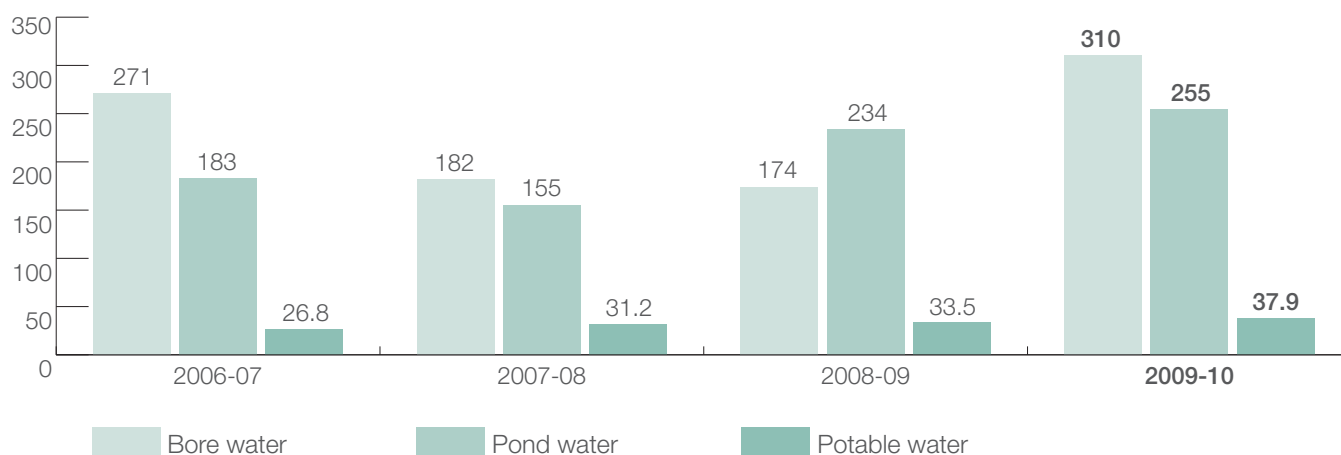
The Trust regularly consults with the Department of Services, Technology & Administration to keep up to date with the latest innovations in energy management. By sustaining energy saving targets the Trust aims to continue to deliver an acceptable environmental outcome.

### WATER MANAGEMENT

The Trust aims to minimise the use of potable water across the Parklands wherever possible including by using alternate water sources from the Parklands' ponds and bore water.

Water harvesting technology including rainwater tank installation is also used in the completion of new projects within the Parklands.

### Water usage for 2009-10 (megalitres):



Mains water consumption for 2009-10 was 37.9 megalitres at a cost of \$73,400 representing a 13 per cent increase from 2008-09 consumption. The water costs increased by 27.4 per cent between 2008-09 and 2009-10.

Dry weather conditions in the early part of the 2009-10 year resulted in an increase in the water use for irrigating the Parklands.

In 2009-10 the Trust opened the Centennial Parklands Education Precinct including an all-weather classroom and community nursery.

Both facilities are fitted with rainwater harvesting tanks that are being used to irrigate nursery plants and other horticultural projects.





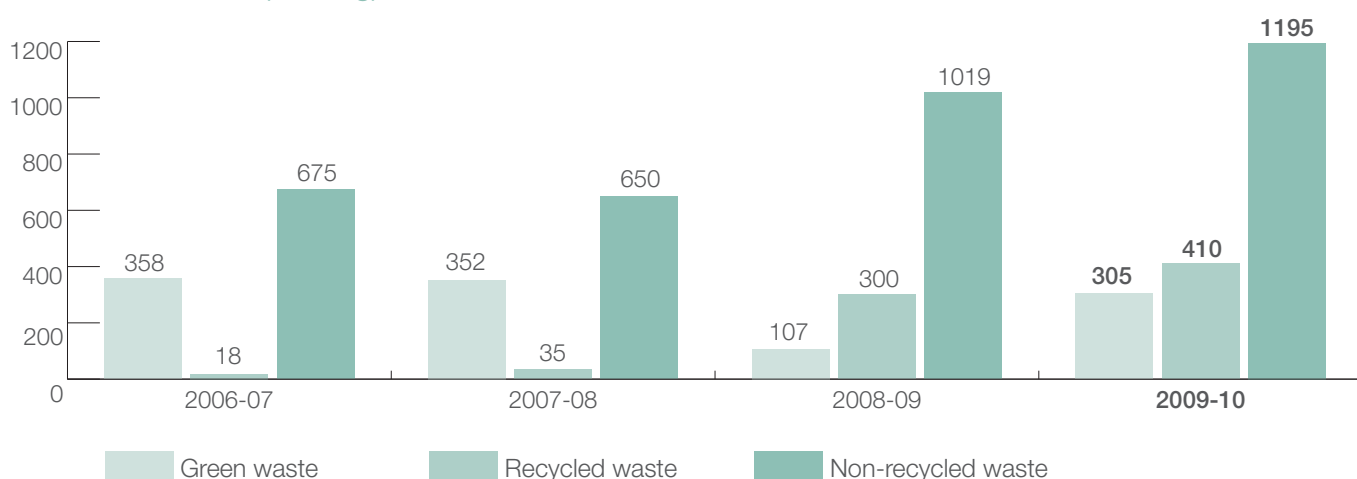
## WASTE MANAGEMENT

Waste management continues to be a major challenge for the Trust.

Reflecting increased visitor demand, waste removal from the Parklands has risen in the past year. New weekend waste collection services have also been implemented at sites across Centennial Parklands that are subject to high levels of visitation.

Rates of waste contamination have continued to decrease and rates of recycling have improved during the 2009-10 period. With the introduction of new initiatives, recycling rates should continue to improve.

### Waste breakdown ('000 kg)



## Litter Traps

Stormwater traps play a key role in preserving the Parklands' environment, installed at key stormwater entry points into the Parklands and capturing approximately 10 tonnes of waste in 2009-10.



## ASSET MAINTENANCE

As at 30 June 2010, the Trust held over \$780 million in total assets, covering the areas of buildings, infrastructure, landscapes, trees and utilities.

The Trust uses the MAINPAC Asset Management System to record asset information including service life, maintenance and financial valuations.

## Buildings and Infrastructure

The 2009-10 financial year resulted in the successful delivery of programmed maintenance activities on buildings and infrastructure managed by the Trust.

Key achievements during the period included:

- Implemented an improved inspection program for selected built assets;
- Developed programmed asset maintenance works approach using MAINPAC Asset Management Database;
- Completed 894 maintenance projects across Centennial Parklands during 2009-10;
- Reviewed and consolidated Service Agreement arrangements for infrastructure and built asset maintenance; and
- Commenced development of new Shared Services Cleaning Contract in conjunction with six other NSW State Government cultural agencies.

## HERITAGE MAINTENANCE

The Trust focussed on the maintenance of heritage assets through a number of initiatives in 2009-10 in line with the approved Heritage Asset Maintenance Strategy including:

- Ongoing repairs and restoration of sections of iron palisade perimeter fencing in both Centennial Park and Queens Park, which has been damaged by repeated motor vehicle accidents.
- The ongoing replanting of the formal Rose and Column Gardens in Centennial Park to align these sites with their original (early 20th century) planting themes.

## FUTURE FOCUS

In 2010-11, the Trust plans on a range of heritage maintenance works including conservation works on the 'We Won' statue at Cannon Triangle, Centennial Park.





TREE MANAGEMENT

The Trust successfully completed its tree replacement program objectives for 2009-10:

TREE REPLACEMENT PROGRAM				
	2006-07	2007-08	2008-09	2009-10
Trees Removed	122	230	205	178
New Trees Planted	169	325	213	198

For the third consecutive year the Trust has exceeded its tree replacement program targets primarily due to the success of the Centennial Parklands Foundation's *Tree Transplant Appeal* that was established to help raise funds to progressively replace the Parklands' declining trees.

Many of the Parklands' 15,000 trees were planted up to 100 years ago and are now in varying stages of old age and decay.

The Trust has developed the Centennial Parklands Tree Master Plan for the management and maintenance of the tree population across Centennial Parklands.

This Plan recognises that typical life spans vary with different species as well as between individuals within a species. There are a number of factors that contribute to any estimation process.

Analysis of tree life expectancy must begin with a close look at the age and condition of the existing tree population. Before any prognosis about a tree's lifespan can be made, consideration is given to its growth rate and performance over time. The particular conditions in which the tree is growing also needs to be taken into account such as aspect, soil type, available water and pests and diseases.

The Tree Master Plan promotes a planting and replacement program for its aging tree population that aims to ensure a coherent appearance as the designed landscape comes to maturity.

The Trust's Tree Replacement Program will continue to balance the Parklands' tree population toward a more even distribution of tree ages.

In 2009-10 the Trust embarked on the Inner Circle Tree project. A donor prospectus was developed in conjunction with Centennial Parklands Foundation. Stage One of the Inner Circle project was completed, with 15 new semi-mature trees planted within the inner ring of the heritage horse rail around Grand Drive, each featuring timber guards installed to protect these plantings.





## CASE STUDY

## Sharing a love for trees

In late 2009 Ted Hoare, the Trust's Senior Arborist, celebrated 25 years working in Centennial Parklands, managing the more than 15,000 trees that are found across the Parklands.

In 2010 there was also another anniversary – 25 years of providing practical placements for tree surgery students from the Ryde School of Horticulture, which is part of TAFE NSW, Ryde Campus. This collaboration between the TAFE and the Trust not only provides a valuable training facility for the Department of Education and Training but also enables important tree maintenance work to be undertaken in the Parklands.

It has also been one of Ted's happiest projects. Through it he has been enabling students who share his love of arboriculture to develop practical skills and essential safety standards in the excellent Centennial Parklands environment.

"Students learn about safe climbing, aerial rescue, pruning deadwood and felling dead trees," he said. "Through this partnership we've been able to provide a well-supervised area

for ongoing training and the school assisted us in managing an area of Pine Forest plantation."

The tree surgery course now runs in two semesters each year, with about 25 students based at the Parklands on five to eight days in semester (equating to around 2,000 student work hours per annum). Several of the course's teachers are themselves past students who visited Centennial Parklands as part of their study.

Ted says it is a culturally diverse group of students, with significantly more women now than in the past.

"These students are the future custodians of our living heritage and I am proud that Centennial Parklands can help them achieve their goal."

Over the 25 year period, total student training has been in the order of 7,500 days (or 37,000 hours).



In 2009-10 Senior Arborist, Ted Hoare celebrated 25 years of caring for Centennial Parklands' trees.



### Sports Fields and Open Space

The Trust manages 36 sports fields which are used for a variety of summer and winter sports. This is approximately double the area of sports turf offered to the public by adjoining councils.

During 2009-10 key achievements relating to the management of these assets included:

- Participation in Sports Turf Institute of Australia Sports Field Use Modelling Program;
- Reducing the amount of turf replacement across sports fields, from approximately 10,000 m<sup>2</sup> in 2008-09 to 3,000 m<sup>2</sup> in 2009-10, through the introduction of new maintenance practices; and
- Development of new Sports Field Renovation Program with focus on improving soil health and turf cover.

The intensive use of these sports fields requires significant renovation and regular maintenance to ensure user safety and playability. In order to repair the extensive wear and tear, the Trust completed a range of renovation works including top dressing, aeration, nutrient and herbicide application to over 35 hectares of sports turf.

Increased rainfall in the later part of 2009-10 (approximately 200mm of additional rainfall compared to the previous year) and increasing demand for sports field use resulted in more damage to turf surfaces. There was a 26 per cent increase in football (soccer) use alone in 2009-10. Annual renovation works undertaken as part of the Trust's Annual Sports Field Renovation Program were understandably greater in scope and cost over the previous year.

In wet weather, sports fields are assessed using the Trust's Sports Field Wet Weather Policy through measurement of soil saturation levels at designated locations. When soil profiles reach their saturation point, any play on these fields will cause significant damage to turf coverage. Repeated use of sports fields when the soil profile is at saturation point can leave the playing surface unsafe for the remainder of a regular playing season.

### CASE STUDY

## Fresh fields for sport and recreation

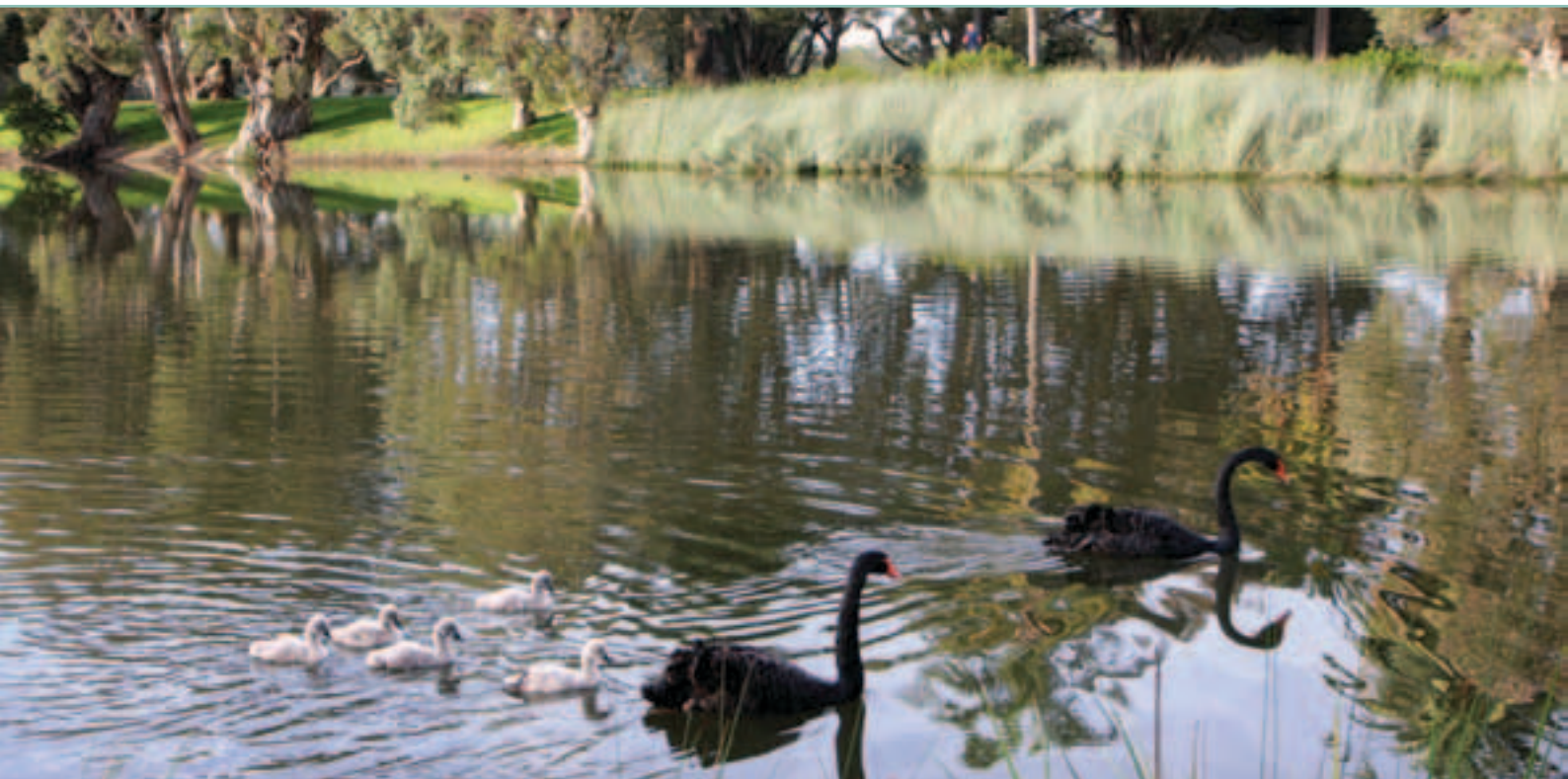
Among the first projects completed under the Capital Investment Program (CIP) was an important upgrade to popular sporting fields at Queens Park.

Four irrigated sports fields have received upgrades enhancing their playing durability and attracting an "A" rating for irrigated, standard fields. The fields cater for football, touch football and rugby.

The process included soil analysis, addition of organic and mineral supplements, regrading the surface, relaying new turf and top-dressing.

This project builds on similar work completed in late 2009 at Brazilian Fields, Centennial Park where events are held in addition to sporting activities, the Kippax Lake Premium Sports Field and Bus Loop Oval on Driver Avenue. The sports to benefit from these works include AFL, cricket, rugby, football, softball, touch football and softball.





## ANIMALS, FISH AND BIRDS

For the past three years, the Trust has focussed its pest management control on aquatic pests in particular the European Carp, *Cyprinus carpio*.

Within the Parklands fishing is strictly prohibited however, for the purpose of managing European Carp, and in conjunction with university research, angling is permitted for organised volunteer groups.

There are recognised environmental benefits in removing Carp, with negligible impact on other animal species. Approximately 1,300 kilogram of Carp were removed in 2009-10. See p.25 for a case study on this program.

Land-based pest species continue to have a low impact on the Parklands environment including European Rabbit, European Fox, and the Australian White Ibis. No active management initiatives of these species were considered necessary in 2009-10.

## WEED MANAGEMENT

The presence and impact of weeds across the Parklands continues to be restricted to isolated infestations. In 2009-10, the Trust prevented the spread of existing aquatic, grass and perennial weed species including:

- Whiskey grass (*Andropogon virginicus*);
- Red natal grass (*Melinis repens*);
- Paspalum (*Paspalum dilatatum*);
- African feather grass (*Pennisetum macrourum*);
- African love grass (*Eragrostis curvula*); and
- Mexican Water Lily (*Nymphaea Mexicana*).

Ongoing improvement to the Parklands' environment was achieved with the additional removal of eighteen large self-sown Maritime Pines (*Pinus pinaster*) at Belevvedere Amphitheatre in Centennial Park.

These trees were replaced with new native trees as part of the Centennial Parklands' Foundation National Tree Day celebration.

The Trust will progressively remove other weed 'tree' species each year, however, will need to ensure adequate ongoing food and shelter for the Yellow-tailed Black Cockatoos which regularly visit the Parklands. Fortunately there are still more than 2,000 pines remaining.





## CASE STUDY

# Carp eradication program

European carp (*Cyprinus carpio*) are a freshwater fish native to Asia, originally introduced to NSW and Victoria as an ornamental and aquaculture fish. Carp occur in most freshwater systems in eastern Australia, including Centennial Park.

The Trust has an ongoing Carp eradication program aimed at eliminating carp from the Parklands' pond system, and to encourage native fish stocks to develop. This program has resulted in the removal of over 10 tonnes of carp from the pond system since 1998 – the largest fish weighing a record 24 kilograms.

Carp are considered a pest species because they degrade the water quality of the ponds and limits the opportunity for native fish populations to become established. It is a prolific breeder and reduces the survival chances for native fish.

Carp feed from the bottom of the pond decreasing water quality by increasing turbidity, consequently preventing light penetration into the water. Less light penetration affects plant growth, contributing to erosion of the banks of the ponds, and diminishes a valuable food source for native fish.

Carp are often considered a harbinger of ecological disaster to many Australian freshwater systems. Increased incidence of disease to native fish, declining native fish populations, cross-breeding, increased water turbidity, loss of aquatic vegetation and the erosion of banks have all been attributed to European Carp populations.

Several activities under the Trust's eradication program include:

- Electro-fishing program: a licensed procedure that stuns the fish which are then netted and removed from the ponds. Fish removed from the ponds are processed to make an organic liquid fertiliser.
- Line fishing: a dedicated volunteer-led program to selectively remove carp from the ponds using traditional fishing methods. Following removal from the ponds, the fish are then euthanased and used as bait for commercial fishing.

- Australian Bass release: a system of gradually introducing Australian Bass (*Macquaria novemaculeata*) – a native fish species – into the pond ecosystem to reduce carp numbers. 15,000 Australian Bass have been released into the Parklands ponds since 2005.

The Trust is also involved in a *Scientific Management Tagging Program*, under the auspices of the University of Western Sydney. The program involves a catch-tag-release approach and has been approved by the University's Ethics Committee.

The implementation of the program is intended to protect Parklands flora and fauna, and also the entire Greater Botany Wetlands System. Tagging allows the monitoring of individual fish and the documentation of distribution, abundance and growth. The data gathered will facilitate decisions on how to best manage the population into the future.

Image: Patrons enjoy the international food and wine event, Taste of Sydney – now in its second year in Centennial Parklands.

What Centennial Parklands means to me:

*"Gorgeous sunrises, puppy ball-throwing joyfulness!"*

Emma Martin, park visitor via Facebook



# social

## PERFORMANCE

6.1  
million

estimated visits  
made to the  
Parklands' open  
space alone

111%  
growth

in volunteer  
participation across  
the Parklands

206,200  
participants

at events held across  
Centennial Parklands  
in 2009-10



## The following challenges cover key social areas of the Trust's work in 2009-10.

As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what it had planned for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2010-11.

CHALLENGE	COMMENT
Manage demand for sports fields	Continued development of a sports field management framework to equitably manage bookings and competition for sports fields. Convened a regional sports field forum with surrounding local councils and University of NSW.
Manage traffic and noise impacts of major events held in the Parklands	Successfully managed events in the Moore Park precinct in conjunction with Moore Park Event Operations Group (MEOG) and Community Engagement and Events Department (CEED). 38 events were held on Trust lands during this period.
Implement school curriculum-based education programs	Established curriculum-based education, community learning and participation programs within the Education Precinct.  There was an increase of 12 per cent in school excursions booked in 2009-10.
Grow volunteer opportunities	Increased volunteer participation by 111 per cent.
Implementation of the Centennial Parklands Social Media Strategy	Developed Centennial Parklands social media communications launching Facebook and Twitter services for the community.
Obtain community feedback and recognition level of the Park Improvement Plan outcomes	Successfully conducted research at the conclusion of the Park Improvement Plan, demonstrating a positive public response to the works undertaken and improvements made.

### FUTURE FOCUS

In the year ahead the Trust will continue to manage Centennial Parklands in line with its Plan of Management 2006-16 and focus on:

- Developing partnerships with volunteer organisations;
- Sports field demand in particular wet weather policy;
- Undertaking Program Demand survey for visitor programs; and

- Further developing a proposal to establish a writers-in-residence program in Centennial Park, in liaison with key arts bodies.

#### The community served by the Trust

The Trust is committed to ensuring that it provides facilities and services that meet the needs and expectations of individuals and community groups who visit Centennial Parklands each year.

The Trust undertakes consultation and research to be sure it is continuing to meet these needs and expectations. Even so, it encourages the community to provide feedback on existing or future facilities and services. The Trust contact details are listed on the back cover of this report.

### Assessing social performance

ITEMS	2005-06	2006-07	2007-08	2008-09	2009-10
Visitation to open space only (visits per annum)	5,460,000	5,620,000	5,793,000	5,967,000	6,146,000
Number of complaints	208	193	358	216	244
Number of compliments	368	356	282	238	132*

\* The feedback recorded as compliments has decreased in 2009-10 primarily due to the change in categorisation of feedback, as outlined on p.29





## CASE STUDY

### By the light of the silvery moon

Ford Fiesta Moonlight Cinema is an open air cinema screening latest release, contemporary, cult and classic movies in Centennial Park, on the lawns of the picturesque Belvedere Amphitheatre.

The 2009-10 season ran from early December to mid-March, and attracted more than 51,000 patrons, many with their dogs. The crowd capacity for each screening night is closely monitored, though attendance numbers vary based on the weather, the day of the week and the film being screened. Regardless of the crowd size the Trust has worked with the organisers to ensure an event that is safe, well-managed and enjoyable.

Changes to programming, and the admission of dogs on-leash, have resulted in significantly increased numbers of visitors over the past two years and everyone is looking forward to the beginning of the next season of Moonlight Cinema.

Events of this kind are now being replicated all around our city and environs – Sydney is just the right city and Centennial Parklands on a summer's evening is a wonderful place to be – sitting up high on the hill overlooking the Parklands amid the city beyond.

[www.moonlight.com.au](http://www.moonlight.com.au)

## Visitor Feedback

Effective investigation of incidents in identifying root causes and detecting potential hazards is important in providing a safe and enjoyable visitor experience to users of the Parklands.

Customer feedback is important to the Trust and has been instrumental in helping maintain a balance for the varying, and sometimes opposing, needs of all visitors. As a standard, the Trust aims to respond to all feedback within a 21 day timeframe.



### Analysis of visitor feedback for 2009-10

	2007-08	2008-09	2009-10
Dog Management	46	23	33
Cyclists	42	58	88
Horses	n/a	n/a	46
Recreation facilities	10	56	6
Events	163	88	113
Anti-social behaviour	133	83	75
Vehicle related	30	16	31
Rubbish	83	72	40
Management of assets	119	63	153
Visitor programs	266	216	130
Other	346	262	386
<b>TOTAL</b>	<b>1238</b>	<b>937</b>	<b>1101</b>

NB: Data in this table was collected and reported in an alternate approach in previous years, making comparative data beyond three years not possible

### Analysis of visitor feedback

The number of incidents recorded and feedback received totalled 1101, including:

- 132 compliments;
- 244 complaints; and
- 2 suggestions.

The remaining 723 reports consisted of incidents throughout Centennial Park, Moore Park and Queens Park.

113 complaints related to major events held within the Parklands, and of these, approximately 33 per cent pertained to noise. These have decreased significantly over the last two years as a result of the Trust's Noise Management Plan implementation.

Over 90 per cent of compliments related to education and visitor programs, and particularly to the new Education Precinct.

Varying suggestions included the following:

- Increase in shaded areas;
- Signage near Visitor Information Counter discouraging swimming in the fountain (completed);
- Installation of a dog-friendly café; and
- Upgrades to the Cleveland Street cycleway (subsequently completed).





## COMMUNITY USE OF THE PARKLANDS

Trust management is actively participating with Communities NSW in its role as lead agency in delivering State Plan Priority E8: *More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity.*

ITEMS	2005-06	2006-07	2007-08	2008-09	2009-10
Total participants at events*	165,000	179,000	231,000	223,000	206,200 <sup>(1)</sup>
Total visitor program participants	16,647	17,172	15,764	12,823	11,641 <sup>(2)</sup>
Total volunteer hours	930	1,300	2,100	2,120	4,486
Total sport and recreational bookings	N/A	709	682	688	533 <sup>(3)</sup>
Total wedding bookings	N/A	37	48	40	67
Total large-group picnic bookings (100+)	N/A	176	194	192	70

\* where the Trust is the venue manager

<sup>1</sup> One less event held in Centennial Parklands than previous financial year.

<sup>2</sup> Includes booked programs only.

<sup>3</sup> Data was collected and reported in an alternate approach in previous years to this table.

## VISITOR PROGRAMS

The Trust offers a diverse range of visitor programs including educational excursions, guided tours, community outreach, holiday programs, birthday parties, school holiday programs and themed events.

These visitor programs contribute directly towards meeting the Trust's commitments of achieving NSW State Plan E8 and R4 priorities (see p.4 for State Plan objectives).

The education and interpretation program continued to offer historical, social and environmental programs while the Trust contributed towards wider themed-event programs such as *Healthy Parks Healthy People*.

Trust staff also participated in outreach activities such as the ABC's Gardening Australia Expo at the Sydney Showground and Science in the City at the Australian Museum.

Some of the most popular visitor programs in 2009-10 were My Little Ponies, Birdwatcher's Breakfast with Trevor Waller, Spotlight Prowl and a range of programs run throughout the year aimed at 2-5 year olds.





## EDUCATION STRATEGY

The Trust's Education Strategy 2008-10 guides the growth of current operations while achieving quality educational outcomes.

The strategy also identifies and makes recommendations for the development and implementation of new financially viable products for formal education sectors in line with the Centennial Parklands' *Plan of Management 2006-16*.

In 2009-10 the focus was the opening of the new Education Precinct with the objectives of establishing curriculum-based education, community learning and participation programs.

Since opening in September 2009, the Education Precinct has proved to be a valuable and flexible asset, providing a central point for hosting school excursions, school holiday activities, children's birthday parties, adult tours, ponds management and Carp removal, and volunteer meetings for groups such as the Growing Group and Birding NSW.

In the nine months to 30 June 2010, the Parklands welcomed a 12 per cent increase in school excursions booked and looks to further growth in its education programs.

## CASE STUDY

# Enabling lifelong education

The Centennial Parklands Education Precinct, opened on 30 September 2009 by the Minister for Sport and Recreation, the Hon. Kevin Greene MP, immediately changed the way that educational programs are delivered in the Parklands.

Media personality Graham Ross handed out awards to the many school children who attended on the day which was enjoyed by over 200 people.

The project was achieved with the key support of donations from the Centennial Parklands Foundation and Visy through the Pratt Foundation. It enabled the Trust to move away from its mobile (weather-dependent) educational vehicles and have access to an all-weather classroom, adjoining amenities and a lockable area where classes could be conducted.

A refurbished demountable has become the new Learning Centre, supplemented by the Discovery Garden and the Community Nursery, extending the possibilities for the children and adults interested in plants, soil, composting, recycling and sustainable horticulture.

As well as the site of training and teaching, the Centre provides a venue for unforgettable birthday parties and a meeting point for volunteers and community groups, like the Parklands' own Growing Group or Birding NSW.



## CASE STUDY

## Recognising our volunteers

Centennial Parklands benefits greatly from the 17 different volunteer groups who provide a wide range of support services and skills to help maintain and conserve these wonderful public spaces.

Participant numbers have grown significantly over the 2009-10 year, with volunteers putting in a total of 4,486 hours – more than twice the figure for the year before. Of course, there is always room for many more!

On 15 May 2010 a Recognition Luncheon to honour our volunteers during National Volunteer Week 2010 was attended by more than 30 of our dedicated helpers.

Steve Corbett, Director and Chief Executive of the Trust, said, “The volunteer program has really taken off in 2009-10 and Centennial Parklands owes a great deal to the tireless and cheerful energy that the volunteers bring each week. Thank you one and all.”

Volunteer groups are engaged with some of the most critical activities of the Parklands, including plant propagation, weeding, ponds maintenance, bird survey and bush regeneration, where environmental sustainability intersects with safety for people and protection of these areas.

With a new Volunteers Storage Trailer and a well-managed volunteer program, the Trust hopes that volunteering with Centennial Parklands will continue to enjoy high profile growth and that many others will be inspired to join.

Want to learn more about our volunteer opportunities?  
Phone the Parklands Office on (02) 9339 6699 or  
visit [www.yourparklands.org.au/volunteers](http://www.yourparklands.org.au/volunteers)

## VOLUNTEERING IN THE PARKLANDS

The Centennial Parklands' Volunteer Program enables the community to actively contribute to visitor services and environmental projects in Centennial Parklands. The program also reinforces the Trust's commitment to achieving NSW State Plan Priority by increasing the number of people engaged in volunteering.

In 2009-10 the Trust received 4,486 hours of invaluable volunteer support, a 111 per cent increase on the previous year.

For more information on the range of projects the volunteers have been involved in, see page 90.

### Future plans

In 2010-11 the Trust will commence a partnership with Conservation Volunteers Australia which is expected to add a further 1,000 hours of valuable volunteer support for environmental programs within the Parklands.





## MANAGING THE DEMAND OF SPORTING GROUPS

The Trust is faced with the challenge of managing ever increasing sports participation in the Parklands.

In 2009-10, the Trust's sports fields played host to some 513,000 organised sports participants engaged in sports training and competition. This represents a 22 per cent increase in sports participation in the past year (420,000 participants in 2008-09).

The Trust recognises the importance it plays in meeting the needs of organised sports participants in the eastern suburbs and has taken the initiative to establish an Eastern Suburbs Regional Sports Demand Management Forum in partnership with local councils and tertiary institutions.

The aim of the forum is to work with local councils (including the City of Sydney, Waverley, Randwick, Woollahra, and Botany Bay) and the University of New South Wales in developing a more consistent approach to a wide range of sports field access issues including wet weather closures, sports season dates, facility development and meeting the needs of emerging sports.

The group's first project, to develop a regional sporting facility inventory, commenced in 2009-10 and is due for completion in late 2010. The regional sports inventory will identify every sports field in the region and determine levels of current use, types of sport played and opportunities for further use.

## CONSULTATION AND COMMUNITY ENGAGEMENT

The Trust's Community Consultative Committee (CCC) is a representative panel of community members which seek input on a range of policy and priority issues that arise. The CCC comprises regular users of Centennial Parklands who wish to be actively involved in preserving and improving the Parklands and making sure it is used effectively.

In 2009-10 the CCC met four times to discuss a range of important issues including:

- Education Precinct;
- Regulation Review;
- Pedestrian Access Report;
- Cyclist Education Program;
- The future of Moore Park;
- Entertainment Quarter Concept Plan;
- Corporate Plan 2010-15; and
- Events in Centennial Parklands.

In addition to their scheduled meetings, CCC members also attend public meetings such as the City of Sydney Lord Mayor's Forums, the Paddington Society, Randwick Precinct Committee and Queens Park Precinct Committee meetings.

A full list of the current members of the CCC and their attendance records are found in Appendix 2 (p. 80).

Further information on the CCC, including the Minutes of meetings, is available online at [www.centennialparklands.com.au/ccc](http://www.centennialparklands.com.au/ccc), by emailing [ccc@centennialparklands.com.au](mailto:ccc@centennialparklands.com.au) or by phoning the Parklands Office on (02) 9339 6699.





## CASE STUDY

## Communication lines open

In February 2010 Mrs Fran Meagher became Chair of the Centennial Parklands Community Consultation Committee (CCC) for a two year term. As a result, she also became a Trustee on the Centennial Park and Moore Park Trust for the duration of her term.

“The aim of the CCC is to encourage the flow of information between the local community and the Trust,” said Fran. “Over the last couple of years we have had fewer formal meetings and instead have branched out into attending local precinct meetings, resident groups and attending many of the Parklands’ events.”

The Chair of the CCC coordinates the meetings then reports on CCC matters at the full Trust meeting. Through this process there is an assurance that the community’s concerns and issues are raised directly with the Trust.

This year the CCC’s eight members have received regular updates on Parklands issues such as the Queens Park sports fields upgrade, the refurbishment of Area 2 in Moore Park, the restoration of the Charles Dickens statue and the reconstruction of the Comrie Memorial Fountain as well as having a voice in the development of the Trust’s Corporate Plan 2010-15.

“By far the biggest issue for us this year has been the ‘Save Moore Park’ campaign which highlighted the importance of having a Community Consultative Committee,” Fran said. “Being involved in the CCC makes me appreciate the fine balance that Trustees and Parklands’ staff must maintain. As members of the community, we have to remain vigilant about supporting the Trust in protecting this public space.”

### Consultation projects

The Trust fulfilled its statutory requirement under the Trust Act by actively seeking involvement and input from the community in the development of a number of policies and plans. Throughout 2009-10 consultation was sought on activities including:

- Operation of the Queens Park shared cycleway;
- Maintenance of the Korean War Memorial;
- Centennial Parklands Traffic Action Plan; and
- Sports field management and wet weather closure policy.

### PROMOTING VISITOR SAFETY

Like all great parks in the world, Centennial Parklands has rules and regulations to ensure the safety and enjoyment of all visitors. The rules also help us protect the Parklands’ plant and animal life.

Park Rangers enforce the rules under NSW State Legislation.



Throughout 2009-10 Trust Rangers completed a total of 1,951 preventative safety actions including 1,610 educational actions and 341 formal warnings to ensure public safety in the Parklands.

Key visitor safety areas of focus continue to include vehicle and cycle traffic management in Centennial Park, Learners Cycleway pedestrian safety, dog walking compliance, and the monitoring of the Banksia Way shared traffic zone.

The Trust has implemented safety upgrades within the Parklands including new road line marking at the Parkes Drive and Carrington Drive intersection of Centennial Park which has resulted in clear directional traffic flow, improved warning signs on Grand Drive near the learner's cycleway and children's playground, and changes to traffic conditions along Dickens Drive to allow the safe loading and unloading of school children visiting the recently completed Education Precinct in Centennial Park.

## EVENT MANAGEMENT

The 2009-10 event calendar featured 38 licensed events hosted in the Parklands, including the popular return of the four-day gourmet food event Taste of Sydney, running for the second year. Other high profile events included the Moonlight Cinema, Parklife and Good Vibrations Festival.

The events calendar attracted approximately 206,000 patrons to cultural events.

Events in the Parklands are one way by which the Trust can deliver on both the NSW Government's commitment to diversity of experiences and the requirement to manage the Parklands in a financially responsible manner. They are an integral part of the Trust's operational management with all funds raised going back into the maintenance and care of the Parklands.

## KOREAN WAR MEMORIAL

On 26 July 2009 the Korean War Memorial in Moore Park was officially dedicated by the NSW Government. It commemorates the Australian and Korean veterans of the Korean War (1950-53) in which 339 Australians and 230,000 South Koreans died.

Further information on the memorial is available at: [www.dpc.nsw.gov.au/kwm](http://www.dpc.nsw.gov.au/kwm)

## SUPPORTING COMMUNITY GROUPS

The calendar of events staged in Centennial Parklands continues to diversify, with a range of sport and art-based events supporting community and charity fundraisers. These in turn assist the Trust to meet its social obligations.

A number of events conducted in the Parklands provide, in addition to enjoyable participation experiences for attendees, opportunity to raise significant funds for a host of valuable fundraising causes. In 2008-09, these included:

- Eastern Suburbs Relay For Life – once again a successful partnership with the three local councils (Randwick, Waverley and Woollahra) that raised \$158,000 for the Cancer Council NSW;
- Ride for Life – providing precious financial support to the Prince of Wales Hospital's Oncology unit;
- Bobby Goldsmith Foundation's viewing events for Mardi Gras Parade – a key component to achieving its fundraising goals; and
- Evergreen Dinner – delivery of a successful annual fundraising event for Centennial Parklands Foundation.



## CASE STUDY

### Safety initiatives at the Equestrian Centre

Centennial Parklands Equestrian Centre is a diverse horse riding centre, offering contemporary facilities within heritage-listed buildings, and less than five kilometres from the Sydney CBD.

The Centre can stable up to 200 horses, associated riders and owners and several equestrian businesses. The centre operates 16 hours a day, seven days a week.

In 2009-10 the Trust repaired brickwork and windows in historic B and D Pavilions involving the repair or replacement of window frames to match the existing profile; cleaning the base of the brick walls; and re-pointing damaged brick mortar joints.

The Trust also installed traffic safety improvements at the Centre's vehicle entry/exit driveway including a pedestrian alert sign on the wall, line marking and rubber speed control devices on the road at the exit, as an effective reminder to motorists to stop and watch for west-bound pedestrian traffic.



In addition to fundraising achievements, a number of smaller events staged in the Parklands meet community objectives, such as the dignified ceremonial launch of the Korean War Memorial, and the Somersault Circus event which offered a fun experience to disadvantaged groups whilst raising funds for the Leukaemia Foundation.

Supporting community events through the provision of prime venues in the Parklands, and at venue hire rates subsidised to the value of approximately \$45,000, the Trust helped the organisers of these events to maximise their fundraising goals to the value of more than \$400,000 for their nominated causes.

### VISITOR INFORMATION SERVICES

The Trust has invested in the upgrading and enhancement of its visitor information services throughout the last five years, including the establishment of a seven day-a-week visitor information counter, and major upgrades to its online communications and websites.

#### Visitor Information Counter

The Visitor Information Counter (VIC), which opened in October 2008, continues to be popular with visitors as a valuable 'face' to help people maximise their enjoyment of the Parklands.

Conveniently located adjacent to the Centennial Parklands Kiosk and the public toilets, the VIC provides frontline visitor information and bookings services and takes donations on behalf of the Centennial Parklands Foundation.

The VIC retails a range of practical items and merchandise for the Parklands' visitors, including sunscreen, hats, umbrellas, bags, guide books, as well as offering a wide range of information and collateral on Centennial Parklands, its services and activities.

#### ONLINE COMMUNICATIONS

Online communications have become increasingly important for Centennial Parklands, providing more immediacy and interactivity than has ever before. The Trust's Triennial Visitor Survey has indicated that park visitors are increasingly interested in receiving information on Parklands' products, services and activities electronically.

#### Websites

Four key websites drive awareness, revenue and improve communications about the Parklands, with the Centennial Parklands website ([www.centennialparklands.com.au](http://www.centennialparklands.com.au)) acting as the flagship.

New initiatives were added to these websites throughout 2009-10, including social media integration (eg. Facebook widget, RSS Feeds), a new java-based banner on the homepage to high profile events and activities, as well as a 'Park Notices' section to flag any important park operations changes (eg. gate closures, road works).

Each of the four websites have an accompanying eNewsletter, with a growing database of recipients. The Trust plans to redevelop its eNewsletter system in 2010-11 to provide a more targeted and trackable system for improved reporting and statistical analysis.



WEBSITE	Unique visits per annum				
	2005-06	2006-07	2007-08	2008-09	2009-10
Centennial Parklands	120,540	197,280	184,104*	223,416	278,928
<i>Friends of Centennial Parklands</i>	–	–	5,832**	9,132	8,076
Centennial Parklands Foundation	–	–	–	7,080***	10,872
Centennial Parklands Equestrian Centre	–	–	–	19,740****	28,788

\* Redeveloped website launched March 2008

\*\* Website launched May 2008

\*\*\* Website launched August 2008

\*\*\*\* Website launched May 2009

## Social Media Strategy

The Trust launched its Social Media Strategy in 2009-10, with the first stage involving the establishment of Facebook and Twitter services.

The Centennial Parklands Facebook fan page was launched in December 2009 and had attracted 519 fans by 30 June 2010. The establishment of this was envisioned as a place of more convenient engagement between park visitors and staff of the Trust, and a place where information could be more simply shared and promoted. There has been a very positive response to the Facebook site, with fans contributions growing and discussions about the Parklands and its activities increasing every month.

The Centennial Parklands Twitter account was launched in December 2009 and had 301 followers by 30 June 2010. The Twitter service provides short bursts of information and updates on the Parklands, directing followers to important or promotional information on the Parklands' website, or to a wide range of other web-based information relating to Centennial Parklands. The viral aspect of Twitter has met with a positive response from followers, and the Trust has assisted Communities NSW in its social media usage policy for staff (to be released in 2010-11).

## Future focus

The Trust began work in 2009-10 with PGA Links Pty Ltd (operator of Moore Park Golf) on the redesign of the Moore Park Golf website. The new website is expected to launch in 2010-11.

## PUBLICATIONS

Throughout 2009-10 the Trust produced numerous marketing, promotional, informational and legislatively-required publications reinforcing the values of the organisation:

- Celebrating the Parklands' heritage and significance;
- Providing opportunities for a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Conservation of the Parklands' environmental values; and
- Delivering a high quality visitor experience.

A full list of the Trust's publications produced in 2009-10 can be seen in Appendix 3 (p.92). Copies of these publications are available from the Parklands Office, on the Centennial Parklands website and at various locations throughout the Parklands.

## OTHER INFORMATION OR MARKETING ACTIVITIES

Throughout 2009-10 the Trust also implemented a range of other information and marketing activities, including:

- Development of banner signage for Centennial Parklands Foundation campaigns;
- Development of two publications for the Centennial Parklands Foundation – 'Will you give us a hand?' and the 'Inner Circle Prospectus';
- Fact sheets and other informational material to accompany capital works projects undertaken throughout the year;
- Special event signage to support the hosting of large-scale events and activities in the Parklands;
- Project managed the launch event for the new Education Precinct in Centennial Park;
- Production of a NSW Treasury submission for the Capital Investment Program 2010-19; and
- Production of a 2010 Centennial Parklands Calendar for retail and promotion.

Image: The refurbished Centennial Parklands Dining has become a popular functions venue in Centennial Park.

What Centennial Parklands means to me:

*"A place for people, playing and peace"*

Lynn Ralph, park visitor via Facebook



# economic

## PERFORMANCE

**\$3.9  
million**

delivered in capital  
works in 2009-10

**\$117  
million**

estimated economic  
benefit of the  
Parklands to  
NSW per annum

**1,500  
jobs**

estimated in  
peak periods by  
businesses on  
Trust lands

## The following challenges cover key areas of the Trust's economic work in 2009-10.

Many of the Trust's plans and strategies extend over several years, so the comment 'completed' means that the Trust has completed what it had planned for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2010-11.

CHALLENGE	COMMENT
Reviewed the Trust's Corporate and Business Plan	Completed
Review and implement Risk Management Framework	Completed
Review and implement Conservation Management Plan	Completed
Opening of the Education Precinct	Completed
Revised Events Policy and Management Manual	Completed
Internal Audit program	Completed
Tender for new operator of golf facility	Completed
Review and implement licensee compliance and reporting systems	Completed

### Future focus

In 2010-11 the Trust plans to:

- Produce an updated five-year Strategic Financial Plan;
- Complete the Moore Park Master Plan;
- Prepare a Master Plan for Centennial Park;
- Review the Business Continuity Plan;
- Implement new licensing arrangements for service providers at Equestrian Centre;
- Further develop Customer Information Management System (CIMS) to meet the Trust's business needs; and
- Review the Procurement Manual, for goods and services and capital projects.

## CASE STUDY

### A great story to tell

There have been many positive trends within the Parklands over the past few years. Environmental and social indicators have been positive, even with higher expectations, pressure from increased human, dog, horse, car and cycling traffic and the economic downturn of 2008.

However, one positive trend is worthy of closer examination.

Over the past five years, the number of visitors to the Parklands has steadily increased as has the net cost of each visit (see figures p.40).

However, the assets assigned to the Trust by the NSW Government have enabled it to generate significant revenue which has reduced the cost per visit to Government to \$0.26 in 2009-10 (2008-09: \$0.30).

The Parklands is proud to tell this story. As a community asset, Centennial Parklands has added inestimably to the surrounding local government areas, providing contemporary facilities and abundant opportunities within easy reach of the city, and offering the thousands of apartment dwellers who live adjacent to the Parklands one of the world's most enviable backyards.



## ECONOMIC PERFORMANCE

ITEMS		2006-07	2007-08	2008-09	2009-10
Open space cost per visit	\$	1.20	1.11	1.20	1.11
Visitors outside 5km radius (data collected every three years as per visitor survey mentioned above)	%	34%	34%	34%	35%
Maintenance investment as a % of asset value	%	0.42	0.41	0.44	0.40
Total asset value	\$M	738.3	744.3	751.3	788.3
Net cost to Government per visit	\$	0.39	0.34	0.30	0.27
Net cost to Trust per visit	\$	2.67	2.87	3.01	2.85
Total net cost per visit	\$	3.06	3.21	3.31	3.12
% of overall operating costs funded by Trust revenue	%	87.1	89.5	91.0	91.0
Trust generated revenue	\$M	15	18.1	18.9	19.2
Revenue growth	%	11.5	4.5	6.8	(1.0)

## PAYMENT PERFORMANCE

## Account Payment Performance

ACCOUNTS PAYABLE AT THE END OF EACH QUARTER	QE SEP09 \$	QE DEC09 \$	QE MAR10 \$	QE JUN10 \$
Current within 30 days	41,392	88,095	186,726	641,994
Overdue less than 30 days	387,352	44,456	236,061	640,969
Overdue between 30 and 60 days	21,641	(9,253)	46,071	13,107
Overdue between 60 and 90 days	2,834	1,237	2,614	132
Overdue more than 90 days	782	0	0	182

ACCOUNTS PAYABLE AT THE END OF EACH QUARTER	TOTAL ACCOUNTS PAID ON TIME		TOTAL AMOUNT PAID	
Total value of accounts paid	Target %	Actual %	\$	\$
September quarter	100	93.89	5,857,952	6,239,438
December quarter	100	73.93	2,475,893	3,348,813
March quarter	100	85.16	7,593,826	8,917,011
June quarter	100	91.04	6,284,082	6,902,466

## THE FIVE YEAR FINANCIAL STRATEGY

The Trust has completed its five-year strategic financial plan. During this time, the Trust:

- Reduced volatility in revenue streams while maintaining control of costs;
- Enhanced existing revenue streams through its marketing and business development focus;
- Refined its financial and management reporting systems to enable better understanding of cost drivers;
- Rebuilt cash balances to ensure adequate working capital; and
- Developed new funding sources for the maintenance and capital program.

The Trust will be developing an updated financial strategy for the period 2010-15 to address the ongoing challenges to supporting Centennial Parklands' maintenance and capital program.

## INVESTMENT PERFORMANCE

During the reporting year the Trust continued to invest funds in the appropriate NSW Treasury Corporation Hour-Glass Investment Facility that matches the duration of the Trust's underlying liabilities and commitments. Surplus funds have been invested in the Cash Facility and Bond Market Facility to meet the Trust's short-term and longer term obligations.

The appropriate benchmark performance for comparison for the Cash Facility and the Strategic Cash Facility is the UBS Bank Bill Index. Details of the Trust's Hour-Glass investments are shown below:

### Hour Glass Investment Facilities on 30 June 2010

INVESTMENT PERFORMANCE CRITERIA	2006-07	2007-08	2008-09	2009-10
Value of cash facility on 1 July	\$478,396	\$3,038,724	\$2,880,978	\$2,669,282
Value of cash facility on 30 June	\$3,038,724	\$2,880,978	\$2,669,252	\$3,918,598
Interest income earned	\$310,329	\$442,253	\$238,274	\$199,346
Actual rate of return	6.41%	6.82%	5.14%	4.46%
Benchmark rate of return	6.42%	7.34%	5.48%	3.89%
Value of bond market facility on 1 July	\$4,582,588	\$5,133,233	N/A	N/A
Value of bond market facility on 30 June	\$5,133,233	N/A	N/A	N/A
Interest income earned	\$220,645	\$258,741	N/A	N/A
Actual rate of return	4.68%	4.69%	N/A	N/A
Benchmark rate of return	4.75%	5.08%	N/A	N/A
Value of strategic cash facility on 30 June	N/A	\$5,405,648	\$5,719,278	\$5,983,362
Interest income earned	N/A	\$13,674	\$313,630	\$264,084
Actual rate of return	N/A	0.27%	5.64%	4.62%
Benchmark rate of return	N/A	0.28%	5.48%	3.89%

The Trust maintained its holdings in TCorp at around \$8.2 million, a similar level to the previous year. This is in line with the Financial Strategy adopted by the Trust in 2005 which is to ensure that it is able to meet its short term cash flow requirements as well specific future capital commitments.

## CASE STUDY

# Licensed to serve

The thousands of visitors who enter the Parklands gates each year may not realise, but behind the trees, roads, ponds, gardens, bird life, events and open spaces are numerous small and not-so-small businesses, each devoted to providing a necessary service to the Parklands and its users.

These businesses are run on leases and licenses, carefully administered by the Trust and with well-defined criteria to meet the needs of the Parklands and the people who visit while offering a viable and profitable business opportunity for licensees.

In 2009-10 licensee compliance standards and reporting systems were reviewed and several new or renewed license agreements took effect. A notable example includes the selection of PGA Links Management Pty Ltd to take over Moore Park Golf operations (see p.42 for more).

Centennial Park Cycles, which has operated a popular cycle hire business within Centennial Park since 2004, was reappointed as a licensee for three years after a competitive tender process. At 30 June 2010 tenders had also been received for a three-year pet grooming service in Centennial Park (subsequently announced in July 2010).

These licensees not only contribute to the vibrancy and life of the Parklands, they contribute indirectly to the ongoing maintenance and operation of the Parklands itself.



## CASE STUDY

# Hitting it off with PGA Links

Visitors to Moore Park Golf may have already seen changes heralding a new era in the life of one of Australia's most popularly played golf courses and driving ranges.

After a public tender process, the Trust selected PGA Links Management Pty Ltd as the new operators of Moore Park Golf's operations from 1 October 2009.

Previous operator, Belgravia Leisure, had provided an excellent service to the Parklands in previous years and the Trust was keen to build on that foundation to take Moore Park Golf forward during challenging times.

Established in 1913, Moore Park Golf Course is one of Sydney's oldest and busiest courses. This Group One Championship Course is a public course that also includes a resident Club – Moore Park Golf Club.

The Club is an equal access Golf Club, one of the few in Sydney that gives men and women equal status and playing rights. In line with this, all major club championship events, both men and women, are held on weekends.

PGA Links Management brings expertise developed in the running of other world-class golf facilities in Australia and the successful partnership between a family-owned business and the Professional Golf Association of Australia (PGA).

In 2009-10 the Trust completed a range of Moore Park Golf improvement works, including bunker redesigns to improve drainage and a car park upgrade, and began a major putting green redevelopment (expected to be opened in October 2010).

In June 2010 the Trust announced a further \$250,000 capital investment into the historic Golf House and amenities.

The Trust has commenced the major redevelopment of the Moore Park Golf website in 2010-11, in conjunction with PGA Links Management. The new website will focus on revenue-generating opportunities, and providing a more contemporary approach to providing electronic information.

For more information, visit [www.mooreparkgolf.com.au](http://www.mooreparkgolf.com.au)





## REVIEWING POLICIES AND PROCEDURES

In 2009-10 the Trust reviewed these policies and procedures:

- Incident Management Policy.
- Incident Reporting Procedures.
- Events Policy.
- Cash Handling Policy.

## MANAGING AND MAINTAINING THE TRUST'S ASSETS

There were no major assets disposed of during the year.

The net value of the Trust's plant and equipment is \$1.15 million and the net value of its computer equipment is \$97,000.

## FILMING AND PHOTOGRAPHY

Demand from the film and television industry to shoot the Parklands' many landscapes and facilities for film or photographic activities generates a busy schedule of bookings year round. Committed to supporting the industry and complying with the NSW Government's film friendly policy, the Trust provides responsive and flexible customer service to film and photography professional clients.

Charges for filming and photography remain capped on cost-recovery; charges are based on costs incurred by the Trust to facilitate, process and manage filming and photography bookings in the Parklands. Filming and photography revenue for the period was approximately \$93,000.

In 2009-10, filming projects captured in the Parklands ranged from major television commercials to music videos for Wolfmother and Danielle Spencer to support for numerous student projects.

The Parklands continues to be sought as a picturesque backdrop for a host of lifestyle programs, and its natural assets are captured frequently in photography projects, such as Harpers Bazaar's fairytale fashion portfolio, the Wonderland series, with Edward Coutts Davidson.

In this period, the Trust granted photographer Peter Solness the opportunity to expand his collection of landscape photography artworks, which marry art and nature with unique night time photography techniques. A number of photographs featuring the Parklands landscape, especially trees, appeared in the popular exhibition staged in the Superintendent's Residence in the Parklands as part of the Head On Photography Festival. Sales from this exhibition contributed financial support to the Centennial Parklands Foundation.

## FEES AND CHARGES

Each year the Trust reviews its fees and charges for a diverse range of facilities including its public programs, parking, sports field hire, functions and events, Moore Park Golf and the Equestrian Centre. The aim of the review is to apply Consumer Price Index (CPI) changes to fees and charges and cover any increases in administrative overheads and maintenance costs.

The Trust's new rates came into effect in July 2009 and are available online at: [www.centennialparklands.com.au](http://www.centennialparklands.com.au)



## THE CENTENNIAL PARKLANDS FOUNDATION

The Centennial Parklands Foundation is a charitable organisation established by the Trust. Its key focus is to provide funds for environmental and educational projects endorsed by the Trust and to enhance the wider community's positive sense of 'ownership' of and engagement with Centennial Parklands.

Some key actions from the Foundation's business plan, implemented in 2009-10, include:

- Tree Transplant Appeal – continued success of the tree dedication program, including the completion of two Tree Transplant Appeal projects – the Native Pine Grove and Inner Circle (Stage 1);
- Hosted successful Evergreen Dinner, raising over \$80,000 for the Inner Circle Tree projects;
- Awarded the following grants: NSW Government Community Building Partnership grant of \$100,000 for the Education Precinct, and Sydney Metro Catchment Management Authority grant of \$100,000 for a gross pollutant trap at Model Yacht Pond;

- Developed a Marketing and Fundraising Strategy;
- Endowment fund established, with matched funding from the Trust;
- Increase in volunteer opportunities (two new programs) and 111 per cent increase in participation to 4,486 hours;
- Education Precinct in Centennial Park established in September 2009, with a contribution of \$160,000 from the Foundation; and
- Environmental Education Grants awarded to two schools – Kensington Public School and Sydney Boys High School.

Full details of the work of the Foundation in 2009-10 can be found in the separate annual report for the Centennial Parklands Foundation.

For more information, visit [www.yourparklands.org.au](http://www.yourparklands.org.au)