



ANNUAL REPORT 2007-2008







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

31 October 2008

Level 36
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

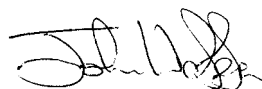
Dear Minister

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 2007-08 of the Centennial Park and Moore Park Trust.

Yours sincerely



John Niland AC
Chairman



John Walker
Deputy Chairman

SCOPE OF REPORT

The Annual Report for 2007-08 has been structured as follows:

- The Centennial Park and Moore Park Trust's performance against the strategies of the 2006-2016 Plan of Management is reported in the year's highlights table on pp. 10-11.
- Detailed reporting on the Trust's performance against the challenges identified in the 2007-08 Business Plan is provided under the environmental, social and economic sections. Each of these sections also include indicators of our progress towards sustainability over the year.

DESIGN FEATURE

The distinctive silhouette of the Black Cockatoo has been chosen as the design feature for this annual report. The yellow-tailed black cockatoo is found seasonally in flocks of up to 200 birds screeching over Centennial Parklands.

CORPORATE DIRECTION

Mission

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

Goals

The Corporate Plan 2007-2010 identifies four goals, which will be addressed through a number of strategies and key actions to be implemented by the Trust.

1. To maintain and strengthen the integrity of Centennial Parklands;
2. To ensure equity of access and diversity of leisure experiences;
3. To work in partnership with key stakeholders; and
4. To achieve a sustainable organisation that delivers sound business practice and improved revenue in addition to assured core government funding.

Values

The values of the Trust are:

- Conservation and celebration of the Parklands' heritage and significance in the development of Sydney and the nation;
- Provision of opportunities for all people to enjoy a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Conservation and stewardship of the Parklands' environmental values; and
- Delivery of a high quality visitor experience underpinned by a strong economic return.

Throughout the organisation, the Trust:

- values and respects its people and their diversity;
- values consultation and customer service;
- encourages teamwork and provides an inclusive working environment to enable people to achieve their aspirations; and
- is committed to managing in an environmentally, socially and economically sustainable way.





CHAIRMAN'S REPORT

Professor John Niland AC

Chairman

Centennial Park and Moore Park Trust

On behalf of the Trustees of the Centennial Park and Moore Park Trust, I am pleased to present our Annual Report for 2007-08.

The Trust is responsible for one of the most visited parklands in the world. Our operating environment is complex and ever-changing, where the challenge is the discipline of financial sustainability, balancing competing user access and demand while protecting the extensive green spaces and heritage environment of Centennial Parklands.

During this financial year, the Trust continued to maintain sound financial performance by generating \$18.1 million in operating revenue, of which \$16.6 million (90%) funded operating expenses, compared to \$15 million (87%) in 2006-07. Government recurrent funding of \$1.96 million funded the remaining ten per cent of operating expenses for the year.

This Annual Report reflects how these funds have been managed to deliver a broad range of asset maintenance and improvements, as well as ensuring heritage and environmental protection while supporting a rich array of visitor activities. Our large events program saw over 230,000 patrons attending charity and cultural events within the Parklands, adding life, vibrancy and colour to an already beautiful setting.

We welcomed the announcement in March 2008 that Centennial Parklands will host the Golden Oldies International Rugby Festival in 2010. The event is expected to attract several thousand participants from some 18 countries that will also bring valuable tourism activity and interest to Sydney and NSW.

As part of its responsibility to oversee the leases in the entertainment precinct, the Trust approved the \$53 million relocation there of the Australian Film, Television and Radio School. Opened in May 2008, the AFTRS will help cement this precinct in Moore Park as the film and television industry's location of choice. In addition, Hollywood came to Centennial Parklands on several occasions for Baz Luhrman's forthcoming movie *Australia*.

One of the major efforts this year has been managing the impact of Equine Influenza on the Equestrian Centre. In August 2007, the Centre was quarantined and closed due to the outbreak. I salute the outstanding support and professionalism of both the Department of Primary Industries staff and our staff under extremely difficult circumstances.

Preparing for World Youth Day was a challenge of a different kind and the Trust was pleased to be an integral part of such a major event. Our experience in staging successful events was put to good use in supporting the World Youth Day organisers.

The many challenges of managing the Parklands were highlighted in media attention to some community concerns over large-scale events in the Parklands, and there were also several speculative stories about retention of Trust ownership of several parts of the Parklands.

The Centennial Parklands Plan of Management 2006-2016 provides a comprehensive and integrated management framework for Centennial Park, Queens Park and Moore Park including the entertainment precinct as a whole and interconnected Parklands.

This, and the Trust's strong performance over a number of years, supports our belief that the Trust is best placed to manage all of these lands on behalf of the people of New South Wales.

Over the past year I have taken a particular interest in the development of the new Centennial Parklands Kiosk, Café and Restaurant complex, which is opening to much applause by parkland visitors. Three years in the making this is a wonderful enhancement of the amenity of the Parklands, while conserving the peaceful feel of the precinct.

Finally, I acknowledge the work of the dedicated Trust staff and of the Centennial Parklands Foundation, our *Friends* and volunteers. Without these various contributions many of the Parklands' environmental and educational projects would not be possible. I make special mention of the Foundation, whose many fundraising initiatives have provided approximately \$330,000 for projects such as tree replacement, pond restoration, endangered species rehabilitation and water savings initiatives.

I urge everyone to visit our new website www.centennialparklands.com.au, and discover more about our work and that of the Foundation.

Professor John Niland AC

Chairman

Centennial Park and Moore Park Trust



DIRECTOR AND CHIEF EXECUTIVE'S REPORT

Steve Corbett

Director and Chief Executive
Centennial Park and Moore Park Trust

The name Centennial Parklands often conjures up images of people enjoying relaxing walks amongst tall trees, green open spaces and manicured gardens. This does however, disguise the amazing diversity and complexity of the Parklands as a destination and as an organisation.

Like celebrated parklands in other major cities of the world, such as London's Hyde Park or New York's Central Park, Sydney's Centennial Parklands offers an enormous range of sporting, recreational, educational and cultural opportunities. In addition, the Parklands are home to a number of high profile commercial operations such as Fox Professional Studios, the Entertainment Quarter, Hordern Pavilion and Royal Hall of Industries, Centennial Parklands Equestrian Centre and Moore Park Golf.

With more than ten million visits to the Parklands each year, these lands are one of the most popularly visited destinations in Australia.

When I joined the organisation as Director & Chief Executive in 2004, approximately 75 per cent of the Parklands' operating budget was generated by the Trust. It is now more than 90 per cent. Although the Government continues to provide essential recurrent and capital funding, the Trust through its strategic and diverse assets has been able to build its capacity to manage its annual operating costs, and with greater certainty.

This greater reliance on self generated revenue has been typical for many similar organisations across Australia within the arts, cultural and recreational sectors for many years but few if any match the effort of the Trust.

In addition to the annual operating budget requirements, the Trust also contributes surplus funds to park improvements in a co-funding arrangement with the Government. As a result, the Trust has been able to deliver more than \$44 million in environmental, heritage, safety and security, and visitor services improvements since the current Park Improvement Plan program began in 2002.

All of the Trust revenue generated through leases and licences across the Parklands, including events, is invested back into the Parklands and its facilities. These funds have contributed over the last 12 months towards the landscape and the trees, amenities upgrades, playground and infrastructure improvements and refurbishment of the popular Centennial Parklands Restaurant.

In 2007-08 the Trust sought to assess its performance and the standard of its operations. We undertook a peer review assessment that has been developed by the peak industry body – Parks Forum. The review provided a picture of our strengths as well as identifying opportunities for improvement such as in performance measures, communication and strategic partnerships. As a result of this process, the Trust will focus on some priority areas in the coming year and will work closely with the government, industry and the community to achieve improvements.

The last 12 months has also brought some consultation challenges for the Trust, and I would like to acknowledge the tireless work of the Community Consultative Committee in their efforts to learn, inform and advise on a range of operational matter.

In particular, this year we have undertaken consultation programs for World Youth Day 2008, the Noise Management Plan and the Centennial Parklands Restaurant refurbishment.

Community consultation will be an increasing focus for the Trust in the coming year, especially working with resident associations and precinct committees.

We have a great mix of skills within the organisation and on our Community Consultative Committee, and with the support of our business partners and the Foundation with its *Friends* and volunteers, we will aim to deliver Centennial Parklands as a wonderful community asset in the year ahead.

Steve Corbett

Director and Chief Executive
Centennial Park and Moore Park Trust



“...a priceless part of the heritage of
New South Wales. The area is one
of the state’s most valuable assets.”
– Hon Neville Wran AC QC (1983)

ABOUT CENTENNIAL PARKLANDS

Centennial Parklands covers more than 360 hectares and provides important recreation and leisure facilities for both Sydney residents and visitors from interstate and overseas.

Centennial Parklands is made up of three parks – Centennial Park, Queens Park and Moore Park – and is managed by the Centennial Park and Moore Park Trust.

It is listed on the State Heritage Register and the Register of the National Estate, and is one of the world's most popularly visited urban parklands. It is open to vehicles all year round from sunrise to sunset.

Centennial Park

Centennial Park has a distinctive and special place in Australian history and culture. It was once a huge catchment of creeks, swamps, springs, sand dunes and ponds fed by ground water, and was traditionally home to the Gadi people. In 1811 Governor Lachlan Macquarie designated the area as the second Sydney Common, and it was used for grazing, lime burning and timber clearing. In 1825 convict labour was used to build a 3.5 km underground aqueduct, known as Busbys Bore, from the swamps to Hyde Park. This 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 to turn swamps, scrub and rock into a grand park in

the Victorian tradition with formal gardens, ponds, statues and wide avenues for Sydneysiders to drive their carriages around to 'take the air'.

On 1 January 1901, Centennial Park became the focus of the nation as the site of the inauguration of Australian Federation (this event is commemorated by the Federation Pavilion).

More than 100 years later Centennial Park remains a people's park – a beautiful recreation area in the middle of Sydney's densely populated eastern suburbs. It is a playground for adults and children of all ages and is one of the few inner city parks in the world to offer horse riding facilities. It is also home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson figs, Holm oaks and Norfolk Island pines dating back to the early 20th century.

Queens Park

Queens Park is a 26 hectare park set in a natural amphitheatre at the foot of dramatic sandstone cliffs, with panoramic views of the Sydney region. It was originally established to commemorate the centenary of European settlement in 1888 and has three giant Moreton Bay figs that may be older than the park itself.

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

Moore Park

Moore Park provides 115 hectares of sports, leisure and entertainment choices.

On the sports and leisure front it features tennis and netball courts, the ES Marks Athletics Field, and an 18-hole Group One public golf course and driving range.

On the entertainment front it is often used as a venue for circuses and other outdoor events, and incorporates the:

- 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)
- Centennial Parklands Equestrian Centre (managed by the Trust)

There is a detailed map of Centennial Parklands on the inside back cover of this report.

HIGHLIGHTS FOR 2007-08

PERFORMANCE AGAINST PLAN OF MANAGEMENT 2006-2016

	PROTECT THE INTEGRITY OF CENTENNIAL PARKLANDS	CONSERVE LIVING HERITAGE	ENSURE EQUITY OF ACCESS
KEY RESULT AREAS	<ol style="list-style-type: none"> 1. Increased public awareness of values and priorities of Centennial Parklands 2. Improved integration and consistency of planning across all Trust lands 3. Effective protection of the Parklands and its boundaries 	<ol style="list-style-type: none"> 1. Continued improvements in conservation management 2. Increasing biodiversity in the Parklands 3. Broader community appreciation and awareness of the living heritage of the Parklands 4. Increased visitor satisfaction with quality of maintenance 	<ol style="list-style-type: none"> 1. Improvements in equity of access to and within the Parklands 2. Increased diversity of visitor profile and access to a range of recreational opportunities 3. Improved satisfaction with Parklands accessibility within local and regional communities 4. Increased proportion of pedestrian, cycle and public transport access to the Parklands
KEY OUTCOMES	<ul style="list-style-type: none"> • Contributed to Randwick Council's Draft Management Plan 2008-2012 • Assessed 65 development proposals primarily from lessees on Trust lands and adjoining landowners wanting to undertake major redevelopments • Reviewed and commented on the City of Sydney's Draft Strategic Plan – Sustainable Sydney 2030 • Upgraded the cycle link between the adjoining Council area and Centennial Parklands in conjunction with Waverley Council • Completed a draft Master Plan for the Golf Precinct • Commenced preparation of comprehensive new Marketing Strategy 	<ul style="list-style-type: none"> • Completed \$5.9M of capital improvements on a range of projects in Centennial Parklands, including completion of the new Centennial Parklands Restaurant base building (ready for licensee fit out) • Major reductions in European Carp numbers in the pond system with 1,300 kilograms of carp removed • Successful installation of rainwater tanks at Centennial Parklands Restaurant saving up to 1.1ML of potable water a year • Planting of over 10,000 native grasses and wetland plants along pond banks to improve water quality and improve waste management 	<ul style="list-style-type: none"> • Completion of Kippax Training Field to improve training facilities for sporting teams and the community and reduce on-grass parking at Moore Park East by 220 cars • Completed a new pedestrian shared zone along Banksia Way to improve visitor safety and access in the busy Restaurant Precinct • Completed Stage Two upgrade to Queens Park Playground, including new shade structure, play equipment and upgraded landscaping • Worked with the RTA and local councils to improve pedestrian access at traffic lights at the intersection of Dacey Ave and York Rd



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

- Delivered 450 visitor programs and aligned targets for participation increases with the NSW State Plan
- Increased participation in environmental education activities by 12% on 2006-07 and established the volunteer Growing Group
- Hosted over 100 events and increased event participation to over 230,000 patrons – a 29% increase on 2006-07
- Successfully completed a Green Corps project with 10 young trainees focusing on pond environment improvements
- Achieved a 61% increase in volunteer support hours for the year

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

- Opened the Queens Park pathway project in conjunction with Waverley Council
- Completed a Parks Forum Peer Review process for organisation
- Cooperated with local resident associations regarding event information and impacts
- Continued regular liaison with precinct stakeholders and adjacent local councils on development and planning issues and major event impacts
- Coordinated World Youth Day 2008 planning in conjunction with NSW Government authorities, licensees and residents

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

- Increased stable revenue streams for an estimated 90% of annual budget
- Improved financial returns from commercial leases and licences
- Received \$330,000 additional funding for environmental and educational projects from the Centennial Parklands Foundation
- Successfully engaged a new parking operator at Moore Park East on a trial basis and ensured market rate return on contract
- Increased sponsorship focus and support for Trust projects through the Centennial Parklands Foundation

PLANNING FRAMEWORK

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

NSW State Plan

The NSW State Plan, *A New Direction for NSW* (released in November 2006), is a commitment from the New South Wales Government to the people of NSW setting out clear targets for improved outcomes and service delivery.

The purpose of the State Plan is clear: to deliver better results for the NSW community from Government services.

It sets out the goals the community wants the NSW Government to work towards and identifies priorities for Government action that will help achieve each of these goals over a ten year period. Targets were set where possible.

Trust management is actively participating with the Department of the Arts, Sport and Recreation 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*.

The NSW State Plan has a number of objectives that have direct relevance to Trust operations, including:

- increasing the number of visits to State Government parks and reserves by 20 per cent by 2016
- increasing the number of people participating in sporting activities and physical activity by 10 per cent by 2016
- increasing visitation and participation in the arts and cultural activity by 10 per cent by 2016
- increasing the proportion of the total community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10 per cent by 2016.

The State Plan provides numerous opportunities for the Trust as it heralds a drive for increased community participation and involvement in the Parklands and its activities.

The Trust responded to the challenges through the development of its Corporate Plan 2007-2010, highlighting key projects and prioritising actions that ensure the operations of the Trust are well-aligned with the NSW State Plan.

Plan of Management

The statutory Plan of Management 2006-2016, approved by the Minister, provides the Trust with the strategic management framework for long-term decision making. The Plan establishes the vision, mission and guiding principles for the Parklands and sets high-level objectives and key result areas.

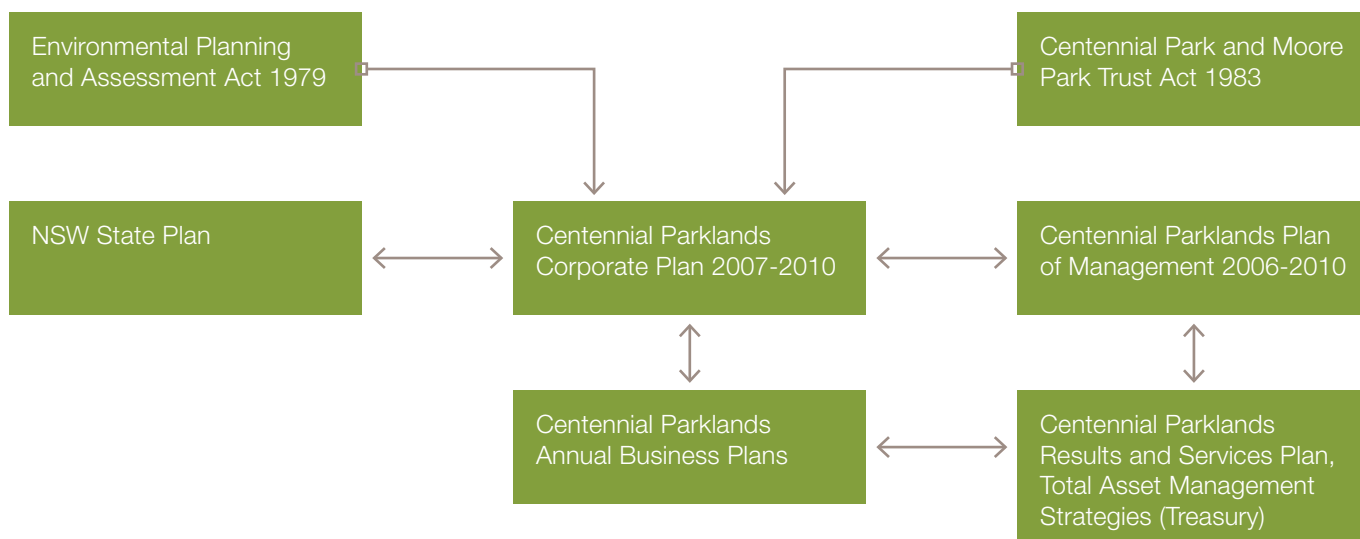
The Plan of Management is specifically directed by the Trust Act and is informed by a range of subordinate plans, strategies and master plans, which are generally publicly available including on the website: www.centennialparklands.com.au

Corporate Plan

The Corporate Plan 2007-2010 guides the Trust's short-to-medium term goals, priorities and actions regarding resource management, public access and use of the Parklands in line with the Plan of Management directions.

The Corporate Plan outlines actions to be implemented in one, two or three year timeframes. Dependent upon the requirements of each initiative, some actions may extend beyond the life of the Plan.

Our planning framework



Key focus areas for the Trust outlined in the Corporate Plan 2007-2010 include:

- effectively managing the Parklands' cultural and natural heritage;
- managing the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape, particularly trees;
- planning for, and sustainably managing, the demands of an ever-increasing number of park users, especially a rapidly growing local residential population; and
- improving existing – and seeking new – revenue streams while containing operational costs.

To achieve its goals and priorities, the Trust recognises that it must work in partnership with many other government and non-government organisations, including local councils, the business community, lessees and licensees, transport and access providers, and other public landowners who adjoin the Trust's lands. Ongoing consultation with the local community and other key stakeholders is also a priority.

Annual business plans

The annual business plans outline the Trust's day-to-day actions for each financial year. They provide Key Performance Indicators (KPIs) for staff to ensure the priorities, goals and actions outlined in the Corporate Plan are progressed and achieved.

Additionally, they address the key result areas as detailed under the Strategic Directions section in the Plan of Management.

The annual business plans, which include the key Trust programs for the 12-month period, are submitted to the Trust for endorsement by June each year.

Implementation and resourcing

Progress on the implementation of the Corporate Plan and annual business plans will be communicated through the Annual Report presented to the NSW Minister for Sport and Recreation and the NSW Treasurer, and tabled in the NSW Parliament.

As the Trust in 2007-08 generated approximately 90 per cent of its total annual operating budget, it continued to seek additional resources through 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.



“First a cow-pasture, then a water
supply, and now a thing of beauty”
– editorial from 1888.



ENVIRONMENTAL PERFORMANCE

The following challenges cover key areas of the Trust's environmental work in 2007-08. 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 2008-09.

CHALLENGE	COMMENT
Increase on-site recycling and green waste	Horticultural displays, young trees, and landscape features continue to be maintained with wood mulch recycled on site. The Queens Park playground has also been upgraded and timber and stone elements were constructed with materials recycled from the Parklands.
Complete and implement the Ponds Management Manual	To commence in 2008-09, however current maintenance activities including pond riparian landscaping, silt, rubbish, weed and pest fish species removal will form the basis of the document.
Implement and monitor the Tree Master Plan	Tree Master Plan objectives for 2007-08 completed, and advance orders for tree stock for 2008-09 placed.
Survey and value trees, and complete yearly valuation update	Completed; revised valuation of \$164.7 million.
Implement Heritage Asset Management Plan	Implementation will begin with review of Conservation Management Plan to be conducted in 2008-09.
Complete heritage register and conduct training in heritage management	Implementation will begin with review of Conservation Management Plan to be conducted in 2008-09.
Formalise Water Management Policy and Drought Strategy	Completed.
Implement park furniture replacement program to meet accessibility standards	To be implemented as funding permits; accessible barbecues purchased and installed in Centennial Park.

Future Focus

In 2008-09 the Trust plans to:

- finalise the Moore Park Master Plan;
- remove 160 over-mature trees and replant an additional 180 trees;
- conduct a trial soil remediation and tree rejuvenation project on Grand Drive;
- further develop and implement Park Furniture Replacement Program; and
- develop maintenance and service standards for all Parklands' maintenance activities.

PARK IMPROVEMENT PLAN

The NSW Government's commitment to the ongoing conservation of Centennial Parklands has been exemplified through funding the Trust's \$49.5 million Park Improvement Plan 2002-2009.

This seven year Plan is designed to conserve the Parkland's environment and heritage, improve facilities and utilities, and upgrade the Trust's visitor services.

By the end of 2007-08 the Trust had delivered on 90 per cent of the Park Improvement Plan.

Approximately \$5.92 million was spent in 2007-08 on a range of projects, including:

- continuation of the Centennial Parklands Restaurant refurbishment 'base build' and commencement of the licensee internal fit out

- completion of Stage One of the Restaurant Precinct works being the creation of a new shared zone along Banksia Way (formerly Depot Road), Centennial Park
- completion of Stage Two Queens Park playground upgrades
- environmental projects such as:
 - Foundation funded water savings projects, such as rainwater tanks at the new Restaurant
 - Foundation funded ongoing tree replacement program and Eastern Suburbs Banksia Scrub regeneration
- various infrastructure upgrades such as:
 - EnergyAustralia installed a new electricity substation on Lang Road. This enabled a power upgrade to the Restaurant precinct and Parklands Office.

Future provision was also made for events which will minimise damage from use of temporary power and infrastructure

- hydrant upgrades were made to the Restaurant precinct and Parklands Office to meet safety and compliance requirements
- Golf House precinct concept plan was developed in line with the Plan of Management and Moore Park South Master Plan. This concept explored appropriate opportunities to upgrade the Golf House and precinct
- feasibility studies were completed for the adaptive reuse of the Rangers Residence and Superintendent's Residence
- heritage stone protection and storage – ensuring the protection of valuable Parklands' stone and appropriate storage for future re-use

The funding allocation for the various projects in 2007-08 are:

PROJECT	EXPENDITURE (\$)
Environment	208,000
Water Savings Project (Foundation Grant)	
Stormwater Systems (Foundation Grant)	
Tree Replacement Program (Foundation Grant)	
Eastern Suburbs Banksia Scrub and pond revegetation	
Capital Investment Program 2009-2019 Treasury Submission	
Transport & Access	7,000
Signage implementation	
Leisure Facilities	332,000
Golf House redevelopment – concept plan	
Queens Park Playground	
Cottages Adaptive Reuse Studies	
Visitor Information & Services	4,479,000
Education Facility Planning and Studies	
Centennial Parklands Restaurant Redevelopment	
Centennial Parklands Restaurant Precinct	
Heritage Conservation	20,000
Heritage stone protection and storage	
Utilities	250,000
Substation Reticulation incl event site Power	
IT/Telecommunications	
Annual Provisions	624,000
Plant & Equipment	
On costs	
TOTAL	5,920,000



Planned projects for 2008-09 include:

- completion of the Centennial Parklands Restaurant internal fit out and opening to the public;
- completion of the Restaurant Precinct works including a new playground, and upgraded accessible picnic facilities in Turpentine Grove;
- Queens Park playground – Stage 3;
- amenities upgrades;
- further signage upgrades;
- refurbishing the Rangers' Residence for adaptive reuse;
- major maintenance to the Hordern Pavilion and Royal Hall of Industries;
- Centennial Parklands' Equestrian Centre – C Pavilion Upgrade;
- historic weather station restoration;
- continued tree replacement program; and
- new education facility and environmental garden.

Case Study:

Centennial Parklands Restaurant refurbishment

The site of the Centennial Parklands Restaurant has been occupied by a facility that provided refreshments to park visitors from as early as 1892. In line with the Parklands' Conservation Management Plan requirements, the refurbishment respects the heritage of Centennial Park and is complementary and compatible with the character of the surrounds.

The refurbishment has undergone a lengthy and rigorous planning and approvals process, involving Randwick Municipal Council, the Heritage Office NSW, and consultation with the Trust's Community Consultative Committee and on-site park visitors.

Construction began in April 2007 on the Centennial Parklands Restaurant refurbishment and continued throughout the 2007-08 year (the base building was completed subsequently in July 2008). The new facility is called 'Centennial Parklands Dining' and will consist of:

- Centennial Parklands Kiosk (takeaway food and beverages)
- Centennial Parklands Café (casual dining with table service)
- Centennial Parklands Restaurant (formal dining)

The new Restaurant building will seat approximately 375 patrons (115 more than the previous facility).

The building will also include a new Centennial Parklands Visitor Information Counter – with a staff member available for general enquiries and information seven days a week, and to distribute information on Parklands activities and businesses.

This project is another outcome of the Centennial Parklands Plan of Management 2006-2016.



Case Study: Centennial Parklands Restaurant precinct

To provide a beautiful and sympathetic setting to the new Restaurant facility, and to ensure public access and safety at this traditionally busy hub, the Trust commenced a staged program of improvements to the Restaurant precinct.

- Stage One was completed in 2007-08. This stage created a pedestrian-friendly shared zone along the newly renamed Banksia Way (previously Depot Road).

No longer simply a service road to the Parklands Office and Depot, this zone is now a safe, more accessible and appropriate main entry to the new Restaurant facility and precinct.

- Stage Two began in 2007-08. This stage includes the landscaping curtilage to the Restaurant facility and will be completed in September 2008.
- Stage Three will begin in 2008-09. This stage will include the creation of a new garden-setting playground for children 0-5 years adjacent to the Restaurant building.

Case Study: Queens Park Playground

The popular Queens Park Playground has been re-opened to the public after a major upgrade to fencing, play equipment and other safety measures.

Located on the Darley Road side of Queens Park, adjacent to Market Street, the playground has undergone a \$170,000 facelift, with a range of new and upgraded play equipment and shade features.

The re-opening represents the end of Stage Two of the project, which includes:

- an increased safe play area
- new and upgraded equipment
- installation of a shade structure for the new toddler play area
- landscaped tree planting to provide additional shade in the area

Stage Three (to begin in 2008-09) will complete this project adding interactive, creative play areas, which will include a sandpit, and additional seating to create a balance of equipment and non-equipment based play areas.



Top: The Queens Park Playground underwent a \$170,000 upgrade to fencing, safety, equipment and landscaping.

Above: Concrete pour underway as part of the Banksia Way upgrade (April 2008)



REVIEWING PLANS AND DEVELOPMENT PROPOSALS

The Trust took an active role in local planning issues and throughout the 2007-08 year reviewed many development proposals, plans and planning policies and studies for the Parklands and its surrounding area.

65 development proposals were assessed during the year, consisting of:

- 58 development applications and minor development proposals
- four major project applications:
 - the SCG 'Hill' grandstand redevelopment
 - the SCG Noble and Bradman Stands redevelopment
 - the construction of a major commercial building in the Entertainment Quarter
 - a redevelopment Concept Plan for the Entertainment Quarter
- three internal development project assessments:
 - a new electrical substation in Centennial Park near Lang Road
 - Queens Park playground upgrade
 - Centennial Park Restaurant Precinct Works (Stage 1 – Road)

Two of the Major Project applications and eighteen of the development applications required the Trust's consent as owner of the land where the development was proposed.

Additionally, the following plans, planning policies and studies were reviewed during the year:

- Randwick Council's Draft 2008-2012 Management Plan
- City of Sydney's Draft Strategic Plan - Sustainable Sydney 2030
- Landcom and City of Sydney's Green Square Town Centre Public Domain Concept Plan
- Waverley Council's Draft Bondi Junction Centre Local Environmental Plan 2007
- Waverley Council's Draft Waverley Development Control Plan 2006 (Amendment No 3)
- Waverley Council's Draft Public Domain Technical Manual Bondi Junction Centre

ENERGY MANAGEMENT

The Trust is committed to achieving savings in energy usage and to sustainable Energy Management principles.

Where operationally feasible, the Trust endeavoured to reduce energy consumption in its buildings.

Performance

The Trust purchases electricity through the NSW State Contracts Control Board supply contract which includes a fixed percentage of 'green energy'. 3.3 per cent of the Trust's overall energy usage comes from Green Power which is generated from renewable sources. The Parklands has 29 metered supply points.

Between 2006-07 and 2007-08, there has been a 4.6 per cent decrease in electricity consumption, and an 11.2 per cent increase in automotive diesel and petrol consumption due mainly to greater use of on-site rather than off-site fuel supply.

Resultant overall greenhouse gas emission reduced by 4.0 per cent.

During this period electricity costs decreased by 1.5 per cent while diesel and petrol costs rose by 22.9 per cent due to price fluctuations and a light increase in volume of petrol consumed.



The following major energy fuels were purchased by the Trust during 2007-08:

FUEL	ENERGY CONSUMED (GJ)	% OF TOTAL ENERGY	ANNUAL COST	CARBON DIOXIDE GREENHOUSE GAS EMISSIONS (TONNES)
Electricity (Black coal)	3,674	74.0%	\$108,370	976
Electricity (Green Power)	163	3.3%	\$6,655	0
Automotive Diesel	638	12.8%	\$22,091	44
Petrol (unleaded)	494	9.9%	\$18,441	33
TOTAL FUEL	4,969	100.0%	\$155,557	1,053

More specifically:

Office Buildings (Combined Services)

At the main Parklands Office and maintenance depot there was a seven per cent increase in electricity consumed during 2007-08, compared to the previous year. This may be attributed to increased operating hours by staff including during key events such as World Youth Day preparations.

Transport Energy

There was a 33 per cent decrease in consumption from the previous year.

The Trust consolidated several items of plant and equipment, eliminating some items such as the excavator, and replaced fleet vehicles with more efficient models with smaller engine size.

Infrastructure

At the three bore pumps located in Moore Park Golf Course, consumption decreased to 46,569 kWh in 2007-08 from 64,581 kWh in 2006-07. The decrease in consumption was a result of a return to more reliable rainfall necessitating less pumping for irrigation.

Other Buildings

Electricity data for the office (corner South Dowling Street and Cleveland Street, Moore Park), Fodder Store (Cook Road), Moore Park Depot and Centennial Park Depot (36 Lang Road) was as follows:

- Consumption decreased by 40 per cent between 2005-06 and 2006-07 but rose by 91 per cent between 2006-07 and 2007-08.
- Consumption at the office increased from 4,349 kWh in 2006-07 to 19,358 kWh in 2007-08 due to connections for the temporary kiosk

during the construction of the new restaurant building. Problems have also occurred with delayed billing by the utilities provider, with a large correction to 2006-07 accounts occurring in 2007-08.

Other Users

Energy consumed by all other facilities such as toilets, dressing sheds, sporting facilities and amenities increased by four per cent from 2006-07. This was most likely due to increases in patronage at major events and general Parklands visitation.

Future Direction

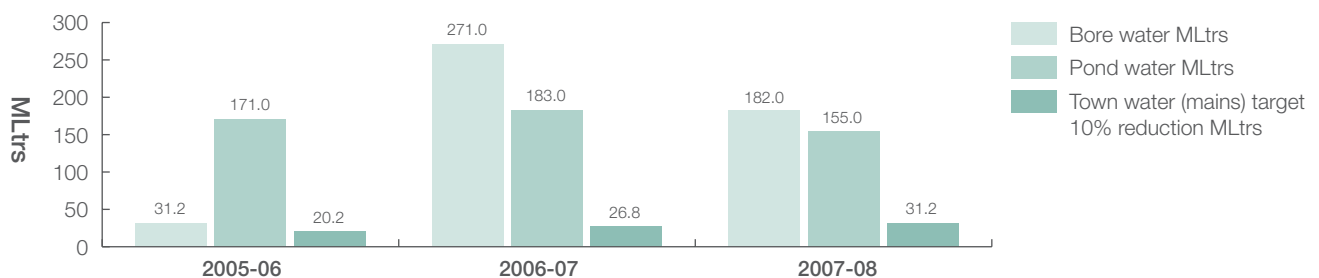
Consistent with NSW Government guidelines, the Trust has undertaken preliminary investigations into a trial of the use of Bio Diesel fuel in plant and equipment used for open space and golf course maintenance works.



WATER MANAGEMENT

The Trust is committed to reducing its reliance on town water for irrigation and other non-potable uses such as toilet flushing across the Parklands, and has sought to increase the use of alternate water sources and water harvesting techniques where practicable to offset these reductions.

Water usage



Water savings action plan

The draft Centennial Parklands Water Savings Action Plan was submitted to the NSW Government in 2006-07.

The draft Plan continued to place a strong focus on the area of water conservation, documenting the practices already implemented by the Trust during several drought years for reducing reliance on town water supply. As much of the Parklands water infrastructure is old and historical documentation is lacking, a key aspect was determining if there were any 'base-level' flows that would indicate leakage or illegal connections. None were found.

Objectives for further improvements in water-use efficiency in older amenities buildings have been identified and will be progressively implemented over the next two years.

The Trust has continued to reduce the amount of potable water used, however the usage of non-potable water for irrigation purposes has increased due to landscape improvements to additional playing fields in Moore Park East, a tree planting program at the golf course, and extension of irrigation to Brazilian Fields.

Other water savings initiatives introduced during the previous 12 months include:

- changes to the frequencies and duration of watering of sports fields and open space areas using automated systems.
- the installation of rainwater storage tanks at the Centennial Parklands Equestrian Centre which can be used for the washing down of horses and irrigation of arenas.

- the extension of the automated irrigation system to irrigate the newly constructed premium Kippax Training Field at Moore Park.

Mains water consumption for 2007-08 was 31.2 megalitres at a cost of \$38,763 representing a 16.6 per cent increase from 2006-07 consumption. This increase has largely been as a result of the construction program of the new Centennial Parklands Restaurant.

Update on water saving initiatives

The Trust completed the final Department of Environment and Climate Change-funded water saving project with the installation of a massive rainwater tank at the Centennial Parklands Restaurant. The tanks hold a total of 40,000 litres of water collected from the roof surface and connected to all internal toilets for flushing. This is anticipated to save 1.085 million litres of potable water a year.

Above: New water tanks installed at the Centennial Parklands Equestrian Centre to capture stormwater run-off from the outdoor arena roof.



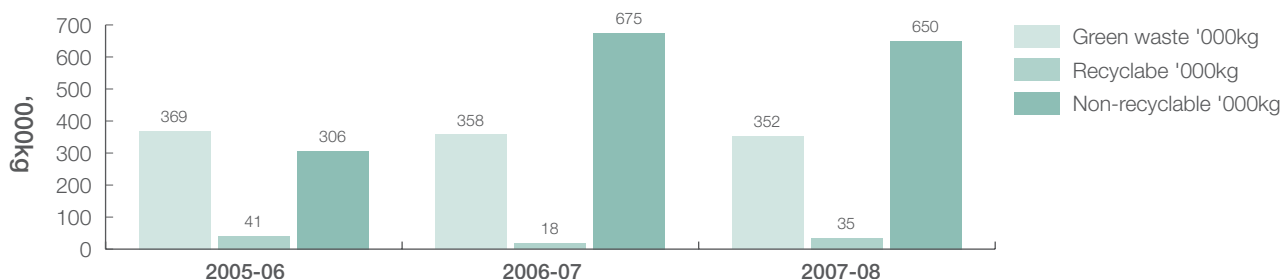
WASTE MANAGEMENT

Green waste from landscape operations is removed from the Parklands and reprocessed by accredited green waste facilities.

General visitor-generated waste has posed ongoing problems due to cross contamination of recyclable material with general waste including a high proportion of dog faeces. Contamination leads to waste being downgraded in classification by reprocessors at significantly higher cost.

Improved labelling of bins, rationalisation of the number of waste receptacles provided, and modifications to waste stations have led to improved performance. The current service contract has been extended for a further two years.

Waste breakdown



ASSET MAINTENANCE

As at 30 June 2008, the Trust held over \$730 million in total assets, covering the areas of buildings, infrastructure, landscapes, trees and utilities.

With increasing visitor numbers the continued heavy use of built assets and infrastructure is resulting in increased wear and tear. This in turn requires higher levels of maintenance to ensure these assets are maintained in safe and serviceable condition.

A review of the Park Improvement Plan 2002-2009 demonstrates that the Trust's investment in capital funded maintenance, refurbishment and replacement of key assets and services has offset an anticipated further \$1 million per year in recurrent maintenance costs.

While the Trust's deferred maintenance program is currently estimated to be \$1.7 million per annum, there is a strong focus through the Asset Maintenance Strategy in the Total Asset Management (TAM) Plan on priority maintenance to ensure visitor safety and compliance with all relevant statutory requirements.

In order to implement and improve maintenance programs the MAINPAC Asset Management Database is used to program works and develop maintenance schedules, complete reports and assist with the end of financial year reporting process.

The database also records asset values and a record of works undertaken to the diverse range of assets.



Case Study: Pond restoration

The 2007-08 financial year resulted in a continued focus on improved pond water quality.

Over 10,000 native grasses and wetland plants were installed and established along the pond banks. These plants act as 'nets' capturing items of litter including plastic bottles that are often swept into the pond system during rain. The plants also draw down on the high levels of nitrogen and phosphorus that contribute to algal blooms within open water bodies.

The Trust successfully removed 1,300 kilograms of European Carp – an invasive fish pest species that reduces pond water quality and native habitat. Carp are prolific breeders that can dominate a local ecosystem within a short period of time, and their bottom feeding habit causes high levels of turbidity in the water.

The Trust replaced the carp with 5,000 Native Australian Bass fingerlings that will mature into a natural predator of juvenile European carp.

Case Study: Managing the Eastern Suburbs Banksia Scrub

Two of Centennial Parklands' Eastern Suburbs Banksia Scrub (ESBS) threatened species ecological communities are located at the Bird Sanctuary adjacent to Centennial Parklands Dining, Centennial Park and at York Road, Queens Park.

Both sites, covering approximately two hectares in total, continued to show strong development with the York Road site now dominated by local species including Monotocca (*Monotocca elliptica*), Sydney Golden Wattle (*Acacia longifolia*) and Coastal Banksia (*Banksia integrifolia*).

The Bird Sanctuary site however has undergone the most transformation over the past 12 months with the majority of non-local tree species removed. The increased sunlight penetration that has resulted from the removal of large trees has seen a high number of ESBS species germinate including Monotocca (*Monotocca elliptica*), Plume Grass (*Dichelachne crinita*) and Coastal Tea Tree (*Leptospermum laevigatum*).

The ESBS sites are maintained by bush regeneration contractors and a dedicated team of volunteers, in partnership with Trust staff, returning these sites to the type of landscape that characterised the Parklands setting prior to European settlement.

The Trust plans to undertake controlled ecological burns within these sites with the Department of Environment and Climate Change and NSW Fire Brigades in 2008-09.

Above: Carp harvested from the Parklands' ponds are sent to the Fish Markets for processing. Although not a common eating fish in the Southern Hemisphere, Carp is widely used in the agricultural industry in the production of organic fertilisers.



Buildings and Infrastructure

The 2007-08 financial year resulted in improvements in programmed maintenance schedules to reduce the level of reactive maintenance on buildings and infrastructure managed by the Trust.

Key achievements during 2007-08 include:

- maintenance initiatives in accordance with the Centennial Parklands Total Asset Management Plan;
- completion of external painting and associated building works on the Parklands Office – the first repaint in many years;
- commencement of extensive road maintenance works on Grand Drive involving the replacement of failed sections of bitumen;
- development and implementation of a playground inspection and maintenance program and associated staff training;

- replacement of sections of failed stormwater and potable water lines in Centennial Park and Queens Park; and
- renewal and confirmation of service agreements with over 40 service providers who carry out maintenance of built assets and infrastructure under direction by the Park Assets group.

Sports Fields and Open Space

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

In 2007-08 the Trust accepted over 700 sport and recreation bookings attracting in the order of 730,000 participants, making these Parklands some of the most intensively used open spaces and facilities in Australia.

This high level of demand and activity requires the Trust to balance the social and recreational needs of the community with the sustainable delivery of a safe physical environment. The Trust has therefore set limits to the frequency of use, and temporarily withdraws fields from service for renovation and recovery ensuring that programmed seasonal major maintenance is able to proceed in autumn and spring.

Safety is key to providing sports fields and this, in part, depends on maintaining turf in robust health over a smooth and even ground plane. As a result the Trust periodically needs to close some sports fields – leading to temporary displacement of sports hirers and regular users. This may be due to inclement weather, carrying capacity or the time required to conduct routine and seasonal maintenance.



During 2007-08 key achievements relating to the management of these assets include:

- completion in January 2008 of the new premium Kippax Lake Field at Moore Park for sporting teams, schools and community use. The removal of approximately 220 cars from this space will also help maintain the quality of the field for sports and recreational users.
- development of a new assessment guide for closure of sports fields during wet weather.
- successful completion of the annual sports field renovation program.
- renovation of selected sports fields and areas of open space after the completion of the 2007-08 events season minimising the period of unavailability for the use of these areas.
- implementation of a new mowing regime in areas of open space to develop a “mosaic” of grass landscapes within Centennial Park, and, to further improve the management of open space consistent with the Trust’s Plan of Management.

Centennial Parklands Green Corps Program

The Centennial Parklands Foundation, in partnership with Greening Australia, was successful in securing a Green Corps project in the first half of 2008 where ten young trainee’s were engaged in environmental improvement activities within the Parklands.

Green Corps – Young Australians for the environment – is a Federally funded program by the Department of Workplace and Employee Relations that provides young people aged 17-20 the opportunity to participate in a six month workplace project while also gaining formal qualifications in Conservation and Land Management.



The Green Corps team focused on pond water quality improvement works, including Busbys Pond island landscaping, European Carp harvesting, and native fish release, and they also planted 150 trees across the Parklands.

This project has been considered a success not only for the on-ground environmental improvements within the Parklands, but more importantly seven of the ten participants had successfully secured employment within four weeks of the program completion.

Above Left: Construction work on Kippax Premium Training Field has resulted in a new high-quality training facility for sporting teams and the community.

Above Right: Green Corps trainees working on pond restoration projects in Centennial Park.



TREE MANAGEMENT

The Trust successfully completed its tree replacement program objectives for 2007-08:

TREE REPLACEMENT PROGRAM

	2005-06	2006-07	2007-08
Trees removed	75	122	230
New Trees planted	194	169	325

The original target figures for 2007-08 have been well exceeded mainly due to the success of the Centennial Parklands Foundation's *Tree Transplant Appeal* that was established to help raise funds to replace the Parklands' declining trees.

A welcome addition to the tree population was an 'extra' 140 trees planted into the Queens Park slopes in March 2008, as a result of grant funding provided by the Centennial Parklands Foundation. The native trees consist of species well suited to the

shallow soils including Cabbage Tree Palm (*Livistona australis*), Sydney Red Gum (*Angophora Costata*) and Lemon Scented-Myrtle (*Backhousia citriodora*).

The annual tree asset valuation and survey assessment saw the dollar value of our trees rise \$540,000 in the past 12 months to a total of \$164.7 million.

The challenge in maintaining an ageing tree population can be best represented by the amount of 'unplanned' maintenance carried out during the year. The Trust performs

annual tree inspections to assess individual tree health, and to program planned maintenance activities including pruning, disease treatment and removal. Unplanned activities include incidences of trees and / or branches collapsing, vandalism, and storm damage – the older the tree, the more likely an unplanned incident will occur.

During the past year Trust staff completed 5,034 individual tree maintenance works, with 77 per cent of this work comprising 'unplanned' maintenance.

Above: Students from Sydney Girls High at Moore Park contribute to the 325 new trees planted across the Parklands in the past 12 months. Thanks to the Tree Replacement Program and National Tree Day plantings, this ensures that future generations can admire and enjoy the Parklands for its large shady trees, as we know it today.



HERITAGE MAINTENANCE

The Trust focused on the management of heritage assets through a number of initiatives in 2007-08 in line with the approved Heritage Asset Maintenance Strategy including:

- storage and consolidation of a quantity of heritage sandstone that was previously scattered in a number of locations within Centennial Park. This stone is being reused in a number of projects including the recently completed playground at Queens Park.
- restoration of a number of sections of damaged perimeter fence in both Centennial Park and Queens Park which have been damaged by motor vehicle accidents.
- working with Waverley Council through the “Green Links” project to highlight the significance of heritage whilst providing recreational opportunities through the development of a network of walking trails.
- ongoing maintenance and upgrading of aquatic plantings throughout the network of ponds preventing bank erosion.
- partial replanting of the historic formal rose garden in Centennial Park and planning for further redevelopment in 2008-09.

ANIMALS, FISH AND BIRDS

The Trust has succeeded in managing a number of land-based pest species over the last few years, including the European Rabbit, European Fox, and the Australian White Ibis population such that they continue to have a *low impact* in the Parklands’ environment. European Rabbits, formerly a serious pest, are believed to have been completely eradicated.

The Trust has adopted an integrated pest management approach to reducing the European Carp population within the Parklands pond system.

During June 2008 three days of electro-fishing/fish netting harvested a total of 1,300 kilograms of Carp from Busbys Pond. The Trust also released 5,000 Australian Bass fingerlings (*Macquaria novemaculeata*). Australian Bass is not only a local fish species, but will also mature into a natural predator feeding on juvenile Carp. If the bass can establish a presence in the Parklands’ pond system, it is expected that the need for electrofishing (or other fishing methods) for carp will be reduced in future years.



WEED MANAGEMENT

The presence and impact of noxious weeds across the Parklands is currently restricted to isolated infestations.

The Trust has continued its ongoing treatment of aquatic weeds including:

- Water Primrose (*Ludwigia peruviana*)
- Glush weed (*Hygrophylla costata*)

These weed species germinate from a residual seed bank accumulated in the pond banks, and are kept under control with regular maintenance.

During heavy rain in February 2008 *Salvinia* (*Salvinia molesta*) was successfully captured within the Musgrave Pond stormwater boom.

The Parklands' ponds system provides ideal conditions for this listed weed of national significance to spread at a rapid rate – up to 20 per cent new growth per day. The capture of this weed prior to establishment in the Parklands' ponds has avoided an expensive weed removal program.

The Trust prevented the spread of existing grass and perennial weed species including:

- Coolatai grass (*Hyparrhenia hirta*)
- Whiskey grass (*Andropogon virginicus*)
- Red natal grass (*Melinis repens*)
- Paspalum (*Paspalum dilatatum*)
- African feather grass (*Pennisetum macrourum*)
- African love grass (*Eragrostis curvula*).

Small infestations of Green Cestrum (*Cestrum parqui*), Asthma Weed (*Parietaria judaica*) and Castor Oil Plant (*Ricinus communis*) have all been treated.

Works were undertaken to reduce the number of large woody weeds. The Parklands currently contains a large number of woody weed species and the focus in the past year has been to reduce the population of Golden Wreath Wattle (*Acacia saligna*), and Sweet Pittosporum (*Pittosporum undulatum*).

Above left: Trust staff head out to the islands in Busbys Pond to undertake restoration works.

Above right: Trust staff planting water grass on the banks of Busbys Ponds' islands to improve water quality.

Opposite: Attendees watching the big screens at World Youth Day, Centennial Park.



"It shall be the People's Park...a public open space for the enjoyment of the people of NSW." – Sir Henry Parkes, Governor of NSW, 1888.



SOCIAL PERFORMANCE

The following challenges cover key areas of the Trust's social work in 2007-08. 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 2008-09.

CHALLENGE	COMMENT
Develop a souvenir / tourism publication on Centennial Parklands	Project brief developed June 2008. Expected completion February 2009.
Implement and report on Visitor Safety Program	Completed.
Implement three hour timed parking at key locations	Completed.
Seek and manage event business	Completed.
Establish temporary classroom at Centennial Square	Project held over until 2008-09 pending funding availability.
Develop and implement Education Strategy	Education strategy developed. Implementation has commenced and will take place over the three year life of the plan.
Review and improve the accessibility of the Trust website, and address compliance requirements	Completed.
Seek further eCommerce applications for Trust business activities eg. online bookings and direct debit	Development of eCommerce and online donation capacity underway. Expected completion October 2008.

Future Focus

In 2008-09 the Trust plans to:

- complete development and commence implementation of the Marketing Strategy, revenue-generation support, customer service and brand
- review and update the Sport and Recreation Strategy
- activate use of Superintendent's and Rangers Residence
- progress the Indigenous employment and training opportunities
- implement the Noise Management Plan (NMP) especially in relation to events
- undertake the Triennial Visitor Research Program
- conduct 'Visitor Safety Program 4' focusing on vehicle and bicycle safety

The community served by the Trust

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

Assessing social performance

ITEMS		2005-06	2006-07	2007-08
Visitation to open space only (visits per annum)	'000	5,460	5,620	5,793
Number of complaints		208	193	358*
Number of <i>Friends of Centennial Parklands</i>		245	314	293 (active)
Staff turnover	%	26.4	23.9	-1.69**
Number of lost time injuries	Full days	106	11	43.5
Number of participants at events# (Centennial Parklands as venue manager)	'000 est.	165	179	231
% of new capital works in accordance with access strategy	%	100	100	100

* Complaints have increased during 2007-08 as a result of the increased number of music events in the Parklands and a higher rate of reporting by park visitors on issues relating to cyclist behaviour and anti-social behaviour.

** During 2007-08, one employee resigned and was not replaced in the financial year.

Figure contributes towards the NSW State Plan E8 objective of 'increasing visitation and participation in the arts and cultural activity by 10% by 2016.'





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 therefore viewed seriously 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 14 day timeframe.

The following table is a breakdown of reported incidents within the Parklands in 2007-08.

Breakdown of visitor feedback

CLASSIFICATION	2005-06	2006-07	2007-08
Dog management	31	25	46
Cyclists	13	16	42
Construction works	0	0	0
Recreation facilities	23	6	10
Events	15	45	163
Anti-social behaviour	137	104	133
Car related	40	20	30
Rubbish	66	49	83
Management of assets	64	42	119
Visitor programs	344	340	*266
Other	271	281	346
Total	663	1,004	1,238

* Final figures were not available at the time of printing however it is anticipated numbers will be comparable to the last two financial years.

Above: Bernadette Mitsis, Senior Customer Service Officer at the Visitor Centre, Centennial Park.



The number of incidents recorded and feedback received totalled 1,238. Feedback consisted of 282 compliments, 358 complaints and 33 suggestions. 42 per cent of complaints were related to the six events held within the Park, about 60 per cent of which pertained to noise.

The majority of compliments were related to education and visitor programmes such as My Little Ponies, Spotlight Prowl and Creepy Crawly Critters. Varying suggestions included the following:

- increased cleaning of plant debris on bike tracks
- opening and closing gate times
- installation of further bins for dog faeces
- shade cloths over playgrounds

The remaining 571 reports consisted of incidents throughout Centennial Park, Moore Park and Queens Park.

During the last financial year, 231,000 people attended four major and two minor events in the Parklands. 148 complaints were received in total, 65 per cent of these relating to noise issues.

However, through the Trust's forthcoming Noise Management Plan (see more on p.35), the Trust is working with event organisers to reduce the sound impacts on park visitors and neighbours during such events.

The high increase in the number of "management of assets" category is due to the recording of all observations from both Park Rangers and Ranger Security Officers relating to asset maintenance (land, buildings and fauna) during the year. However, all maintenance issues relating to assets are now recorded in the new Asset Management System (MAINPAC) which was introduced earlier this year.

It is important to note that the increase in both dog management and cyclist incidents is as a result of the improved recording of all feedback, complaints and compliments received from the public.

A new fence was erected along Dacey Avenue aimed at reducing the number of golf balls hitting vehicles and pedestrians along this stretch of road.

In addition to the feedback recorded in Incident Reporting Information Management System (IRIMS), a further 20 were addressed directly to the Director and Chief Executive. The nature of these complaints included events, feedback and a range of maintenance requirements across the Parklands.

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 priorities of:

- increasing the number of visits to State Government parks and reserves by 20 per cent by 2016;
- increasing the number of people participating in sporting activities and physical activity by 10 per cent by 2016;
- increasing visitation and participation in the arts and cultural activity by 10 per cent by 2016; and
- increasing the proportion of the total community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10 per cent by 2016.



Annual comparisons of the education and interpretation programs/activities

CLASSIFICATION	2005-06	2006-07	2007-08
Total programs	337	404	450
Total no of participants	16,647	17,172	15,764*
No of participants in cultural and recreational activities	2,823	5,172	2,360**
No of participants in environmental education activities	10,824	12,000	13,404
Total revenue (ex GST)	\$66,000	\$87,000	\$99,000

* Total number of participants decreased as 60 programs were cancelled due to wet weather resulting in this loss of approximately 2,000 participants.

** No of participants in cultural and rec activities decreased due to wet weather and more participants participating in environmental educational activities.

In 2007-08 in addition to the 450 visitor programs attended by 15,764 participants, the Trust facilitated 48 weddings and took 194 picnic bookings.

The education and interpretation program continued to offer historical, social and environmental programs while expanding to include new programs such as:

- cricket
- Puppettease
- Funky Fins
- Gear up-cycle education.

The themed-events included programs for:

- Seniors Week
- Heritage Week
- Healthy Parks Healthy People

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

EDUCATION STRATEGY

An Education Strategy 2008-2010 was developed to provide for manageable and achievable growth of current operations and achieving the highest 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 2006-2016.

Since the Action Plan for the Education Strategy was endorsed in March 08. Achievements for the financial year are:

- Development of an Education page on Parklands website;
- Participation in Southern and Eastern Environmental Schools Networks; and
- Development of new syllabus for History to Stage 5 in partnership with NSW Parliament House.
- Feasibility study towards establishing an education centre and associated student-recycled garden within Centennial Park. This includes adaptive reuse of an existing demountable building.

VOLUNTEERS

The Centennial Parklands' Volunteer Program is an important opportunity for the community to contribute to visitor service and environmental projects in Centennial Parklands. The program also contributes directly towards the Trust's commitment to achieving NSW State Plan Priority R4: Increase the proportion of the community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10% from 2002-2016.

In 2007-08 the Trust received approximately 2,100 hours of invaluable volunteer support, which compares favourably with previous years:

	2005-06	2006-07	2007-08
Volunteer hours provided	930 hours	1,300 hours	2,100 hours

In 2007-08 the Volunteer Program included:

- general bush regeneration and park management (approximately 600 volunteer hours registered)
- Growing Group (180 hours)
- corporate bush regeneration (150 hours)
- volunteer coordination (150 hours)
- Visitor Centre management (168 hours)
- Clean Up Australia Day and National Tree Day activities (800 hours)
- Gardening Australia Expo and World's Greatest Pram Stroll event staffing (15 hours).

The Growing Group

A new Growing Group was established, on behalf of the Centennial Parklands Foundation, and commenced in November 2007. Through funds raised by the Foundation, the Growing Group helped in the construction of a plant propagation and nursery facility.

The Growing Group volunteers focus on propagating and selling plant species found within the Parklands' *Eastern Suburbs Banksia Scrub (ESBS)* threatened species sites, and also the exotic species found growing within the Parklands horticultural displays.

Future plans

The Trust's target for the coming year is for a 19 per cent increase in volunteer hours to 2,500.

ACCOMMODATING DIVERSE SPORTING GROUPS

The Trust continues to accommodate the needs of clubs and schools that have traditionally trained and based their competitions at the Parklands. Equally, the Trust has been able to accommodate new clubs and schools and several professional teams.

During 2007-08 the Trust administered 682 sport and recreation bookings including:

- 62 athletics carnivals
- 373 casual sports bookings

The ES Marks Athletics Field open nights continued to be popular with attendance ranging from 80 to 150 people and continues to be a useful facility for schools and the community. An agreement was established with Cure Cancer Australia (Can Too) to train on the athletic track at ES Marks Stadium on Wednesday nights.



A licence agreement with the National Rugby League Club, Sydney Roosters was completed for training on the Kippax Lake Field at Moore Park, consistent with conditions of use of any premium sports field across the Parklands.

Kippax Lake Field also remains open to general public access when not booked by sports teams. An additional benefit of the Field is that it has allowed the Trust to reduce on-grass car parking in the Moore Park area by 220 cars.

The Trust acknowledges the broad benefits that are associated with active and passive sport and recreation and seeks to continue to support its visitors and customers in pursuing active and healthy lifestyles in a manner that can be sustained by the Parklands' assets.

To improve the management of the allocation of grounds, the Trust liaises biannually with all seasonal sports groups and schools. These meetings resolved over 900 potential booking clashes for 45 seasonal hirers.

CONSULTING WITH THE COMMUNITY

The Trust is required to, and actively seeks, the involvement and input from the community in the development of its policies and plans.

Throughout 2007-08 the Trust undertook consultation on a number of levels:

- Broad policy / strategic level consultation
- Project-based consultation
- Issues-based consultation

Staff would attend or present at public meetings, such as the Queens Park Precinct Committee or City of Sydney's Lord Mayor's Forums, as well as liaise with local residents groups.

Community Consultative Committee

The Trust's Community Consultative Committee (CCC) is a statutory requirement under the Trust's Act that provides the Trust with a representative panel of community members to seek input on a range of policy and priority issues that arise.

The CCC is made up of regular users of Centennial Parklands who seek to be actively involved in preserving and improving the Parklands and making sure it is used effectively.

A full list of the current members of the CCC and their attendance records can be found in the appendices to this annual report (p.61).

CCC outcomes in 2007-08

The CCC met nine times during 2007-08 to discuss a range of issues such as:

- Centennial Parklands' Restaurant and precinct redevelopment;
- implementation of the timed parking zone trial;
- equine influenza and the impacts and recovery plan for the Centennial Parklands Equestrian Centre;
- tree removal activities and associated communications with the community;
- World Youth Day 2008 planning and communications; and
- the Korean War Memorial project.



CCC recruitment

In November 2007 five new members were recruited to replace CCC members whose terms had expired.

Recruitment to the CCC follows an open process set out in the legislation, requiring an application, interview and endorsement by the Minister for Sport and Recreation. The rigours of the selection process ensure that successful members have both a direct and relevant interest in Centennial Parklands, as well as the ability to represent the broad views of community and stakeholder groups.

Future focus

In 2008-09 the CCC has several key priority areas including:

- management of major events in the Parklands
- the Centennial Parklands' restaurant precinct works
- continued improvements for pedestrian access to the Parklands
- continued road safety initiatives within the Parklands
- feedback from the Triennial Visitor Survey
- engagement with the community through public forums and community group meetings.

Further information on the CCC

For more information or to contact the CCC, please visit: www.centennialparklands.com.au/ccc

Information can also be obtained by phoning (02) 9339 6699 or email ccc@centennialparklands.com.au

Noise Management Plan consultation

Development of a draft Noise Management Plan (NMP) for Centennial Parklands was initiated as a result of Variation of Prevention Notice 1078164 issued by the NSW Department of Environment and Climate Change (DECC) – issued on 4 October 2007.

The Plan will apply to concerts, music festivals, cinematic screenings, theatrical performances and any other outdoor events with sound amplification held at venues managed by the Trust.

The Trust is currently required to comply with DECC Environmental Protection Licence Prevention Notice (No. 1002139) issued on 26 February 2001. The Licence Prevention Notice sets out the operational conditions for outdoor entertainment activities at Centennial Park, Moore Park and Queens Park, to manage noise impacts on neighbouring communities. The conditions include prescribed noise limits for

events, a limit on the number of events per year, the requirement for continuous noise monitoring of events and a process to manage complaints from nearby residents.

The NMP will provide a single instrument which will consolidate the DECC Licence Prevention Notice and Variation Notices.

A key component of the development of the Plan has been consultation with the wider community. The Trust engaged ERM Pty Ltd to conduct a series of consultation sessions, stakeholder interviews and focus groups with residents in late 2007.

The defined catchment area around Centennial Parklands covered approximately 26,000 residents and was developed by plotting a boundary of noise complaints received from events in the Parklands over the past two years.

The bulk of consultation and research was conducted in November and December 2007, with three stakeholder interviews being conducted in January 2008.

Communications and consultation with the community also included two newsletters sent to all households within the catchment area, the establishment of a 1800 telephone contact line, specific email contact address and a community information session.

Above: Aerial shot of the Parklife 2007 event at Kippax Lake, Moore Park. The Noise Management Plan will further improve the sound impacts of such events on park visitors and neighbours.



The information received from each of these activities, as well as several written submissions from stakeholder groups, was considered in the finalisation of the draft Plan.

The Plan is due to be submitted to DECC in late 2008 for consideration and implementation.

World Youth Day consultation

As part of the planning and consultation with residents, businesses and stakeholders the Trust worked with the NSW Government's World Youth Day Coordination Authority (WYDCA) and the Catholic Church's World Youth Day 2008 (WYD08) on preparing and delivering information to its neighbours, licensees, lessees and park visitors.

Three newsletters from WYDCA, with input from the Trust, were developed and distributed throughout the Parklands from self-select brochure racks and at the Parklands Office. The Trust also made these available through its website.

An information evening was arranged on 13 May 2008 at Moore Park Golf and was attended by 29 people from the CCC, Trust licensees, as well as representatives from a number of resident associations bordering the Parklands.

The evening featured presentations from WYDCA, WYD08, the Roads and Traffic Authority (RTA) and the NSW Government's Department of Planning.

PROMOTING VISITOR SAFETY

During 2007-08 the Trust continued to implement ongoing actions of the Visitor Safety Program.

In 2008-09 the Trust plans to implement Phase 4 of the program focusing on vehicle and bicycle safety.

During 2007-08 three meetings of the Cyclist Liaison Committee were held. The Trust also established a Cyclists eNewsletter to be circulated quarterly.

REPORTING INCIDENTS AND MANAGING RISKS

Ranger Security Officers provided a presence across the Parklands throughout the year, monitoring visitor safety, protecting assets and responding to numerous incidents and accidents. In addition, Ranger Security Officers were used in large numbers to enforce Trust Regulations at major music events. The Trust's security contractor provided 30 trained Temporary Ranger Security Officers for Trust activities.

With the large-scale events conducted in the Parklands, managing patron flow whilst minimising impact on other park users is a challenge, as is managing the potential pedestrian/vehicle conflict. The Trust introduced mitigation strategies, including fenced corridors of access to control pedestrian flow to and from the event sites, the enforcement of the Trust's Regulation regarding no parking after sunset and a no pass-out policy. The cost for these mitigation strategies was part of the event promoter's costs.

The Trust implemented an improved safety initiative with the revised lightning protection procedure for outdoor events staged in the Parklands, incorporating suggested indicators and actions in relation to protection procedures to mitigate the risks from extreme weather conditions for staff and event patrons.

Another safety improvement was the tightening of opening and closure times for both the main vehicle gates and amenities within the Parklands, to better reflect the Parklands' closure from sunset to sunrise.

Above: Crowds at McKay Oval, Centennial Park watch big screens of the final mass as part of World Youth Day festivities.



HOSTING EVENTS

The 2007-08 financial year event program was the busiest and most successful to date with many returning and some new events, and music events the key focus. Events, contribute approximately seven per cent of overall Trust operating budget for the year.

New to the Parklands in 2007-08 was a one off concert for The Cat Empire and the beginning of a new annual festival Summer Gay Day – both successfully hosted at Moore Park.

Consistent with the aims of the NSW State Plan, the diverse events calendar allowed a wide range and number of visitors to use Centennial Parklands.

The events calendar attracted approximately 231,000 patrons to cultural events – a 29 per cent increase over the previous year.

The Events Amending Regulation allowed a significant increase in event patron numbers, including:

- Parklife with 35,000 patrons
- Good Vibrations Festival selling out with 38,000 patrons
- Jack Johnson concert attracting 26,000 patrons
- V Festival attracting 29,000 patrons

MANAGING EVENTS IN MOORE PARK

The Moore Park precinct was less busy than previous years with approximately 55 events conducted in Sydney Football Stadium and the Sydney Cricket Ground. Other events conducted at the Hordern Pavilion, Royal Hall of Industries, and the Entertainment Quarter added to the demands in this precinct.

Trust staff contributed to the Moore Park Events Operations Group (MEOG) – chaired by the Department of Premier and Cabinet – and Central Sydney Operations Group (CSOG) meetings, providing input and coordination for operations in the precinct.

Case study: Moore Park precinct – a key Parklands hub

The increased interest by the community and the media in Moore Park during 2007-08 provides an opportunity to profile this precinct. Moore Park, since its declaration as a public open space in 1866, has been a hub of activity, sports and leisure opportunities for the community. During the late 19th century, a zoo was built in the Park, sports grounds were constructed and the Royal Agricultural Society began developing its showground site that would later host the famous Royal Easter Show until 1997.

A nine-hole golf course was constructed in 1913 later extended to 18 holes, and then in the 1930s, part of Moore Park was set aside for the construction of ES Marks Athletics Field.

Today the 115 hectare Moore Park is a complex and dynamic precinct of entertainment and leisure opportunities featuring the Entertainment Quarter, Fox Professional Studios, the Centennial Parklands Equestrian Centre, Hordern Pavilion and Royal Hall of Industries, and Moore Park Golf Course. The Park also features a sports centre and numerous sports fields for community groups and sporting teams. The precinct is one of the busiest in Australia attracting millions of visits each year.

The Government in 1992, decided to integrate the management of the remaining lands under the Trust (apart from the adjacent stadia, which are managed by the Sydney Cricket and Sport Ground Trust (SCSGT)).

Through its Plan of Management 2006-2016 the Trust continues to manage Moore Park as a fully-integrated and pivotal part of Centennial Parklands, with guiding principles of protection of green space, heritage and public access.

It should also be said that Moore Park is the revenue hub for the whole of Centennial Parklands, providing about three quarters of the Trust's total revenue raised from the above

businesses, events and on-grass car parking. This revenue contributes directly to the general maintenance and upkeep of Centennial Parklands as a whole.

Since 1992 the Trust's commitment to Moore Park has been exemplified by the investment of millions of dollars in public transport and pedestrian access improvements, especially in relation to a bus plaza and forecourt, pathways, lighting and signage throughout the precinct. Additionally over \$10 million in upgrades in facilities at the Equestrian Centre and Moore Park Golf during this period.

2007-08: A busy year

In 2007-08 the Trust, in partnership with the SCSGT, constructed a premium sports field at Kippax Lake, Moore Park in line with the Plan of Management 2006-2016. This field provides professional sporting teams, community groups and schools with a high standard training facility. As with the Bus Loop Field, this field is available to book through the Trust, and remains open to pedestrian and park visitor access at any time unless booked for use.

As part of the Trust's positioning for sport in Moore Park, it now has the NRL Sydney Roosters in addition to the established AFL Sydney Swans and the NSW Rugby Waratahs training under licence on sports fields within Moore Park. This of course has been beneficial to the SCSGT, the Clubs, the Trust and the community.

The Moore Park precinct does, however, continue to pose many management challenges for the Trust and other precinct venues – in particular the traffic, transport and pedestrian management on major event days at the stadia.

Precinct impacts can be significant when several venues are hosting simultaneous events - particularly at the two stadia. With over 70,000 visitors to Moore Park at peak times, the Trust works to minimise any adverse impacts on the precinct, the other venues and consequent traffic impacts in surrounding streets.

Traffic, access and parking at all events is coordinated through the Moore Park Events Operations Group (MEOG), which represents all relevant agencies including the Police, RTA and STA. With up to 100 events a year there is however a high demand placed on Trust and support agencies staff.

On-grass parking has been a feature of major event days in the Moore Park precinct for many years. The Trust has used contract parking operators since 1992. In April 2008, following the expiration of the event parking contract, with probity clearance, the Trust established a 12-month trial for the event parking contract with the SCSGT (which already operates its members carpark adjacent to the Sydney Football Stadium), while maintaining the Trust's ongoing responsibility for Moore Park.

There have already been large-scale decreases in on-grass parking since transfer of the land in 1992 (decreasing from around 10,000 spaces in 1997 to around 2,500 in 2008). Even so, event parking only restricts general access less than 10 per cent of the total time available. Still, the Trust recognises that some members of the community would prefer to see no on-grass parking at Moore Park

Removal of on-grass parking continues to be a long term goal pending a suitable alternative solution within a whole-of-government approach, though it is not feasible at present. It is also acknowledged that the current parking arrangements are

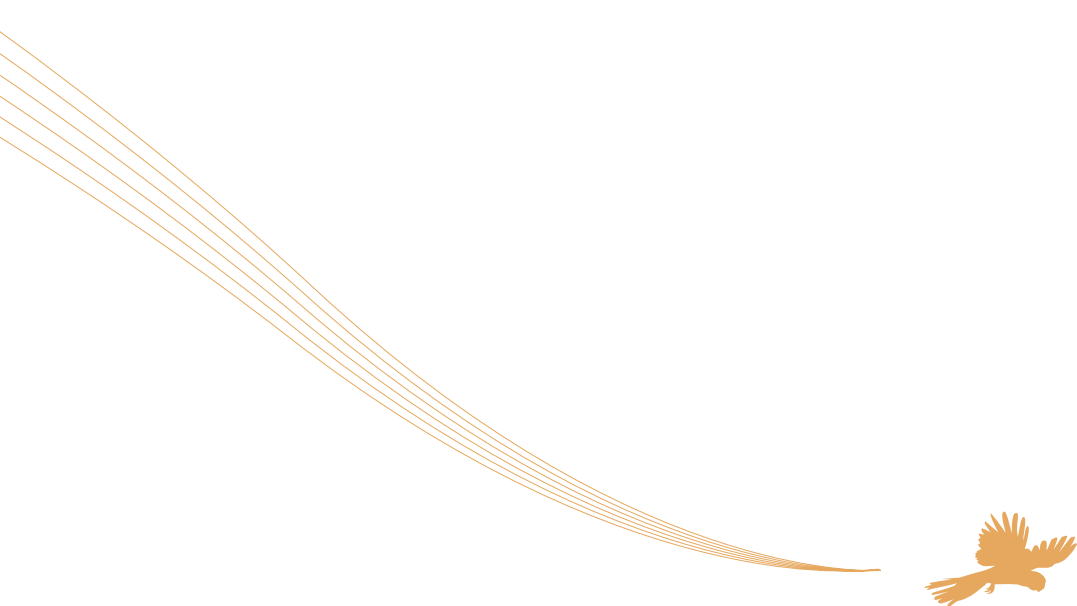
far better than having uncontrolled parking in surrounding streets and suburbs. Increased patronage of public transport to events at the stadia is also preferred, though statistics show that this is only around 10 per cent (the remainder either drive or walk from Central Station or the City).

On-grass parking generates significant essential revenue for the Trust each year, although it is subject to market volatility. In 2007-08, an approximately 26 per cent decrease in patronage to events at the stadia carried into a corresponding reduction in parking revenue.

Future focus

In the year ahead the Trust will continue to manage Moore Park in line with its Plan of Management 2006-2016 and focus on:

- completing the draft Moore Park Master Plan and
- pursue traffic, parking pedestrian access improvements in the precinct
- improve sports fields and landscape presentation
- continue to implement tree replacement program
- NSW Government's building of the Korean War Memorial



SUPPORTING COMMUNITY GROUPS

A series of charity or community events were conducted on Trust lands and assisted in the Trust meeting its social responsibilities and balancing the event program.

Fundraising events conducted in the Parklands and supported through reduced fees included the Prince of Wales Hospital Foundation's Ride for Life, Variety Club Circus, Juvenile Diabetes Research Foundation's Walk to Cure Diabetes, Starlight Foundation's Tour de Kids and the NSW Guide Dogs Seven Magnificent Marathons.

It is estimated that the Trust has supported community events to the subsidised value of over \$34,000. With this help, these organisations have been successful in raising significant funds of several hundred thousand dollars for their causes.

VISITOR INFORMATION SERVICES

The Trust maintained two visitor information service points throughout 2007-08.

On weekends, the Trust's Visitor Centre is located in the original Superintendent's Residence next to the Paddington Gates, Centennial Park. It was open from 10.00 am to 3.00 pm. The Centre includes a lounge area for the *Friends of Centennial Parklands* and throughout 2007-08 hosted an exhibition of historic and contemporary photography of the Parklands.

On weekdays, the Parklands Office provided visitor information and dealt with public enquiries. It also had a range of brochures and maps available free of charge.

In 2007-08 planning began on the creation of a new seven-day-a-week visitor information service point, located within the newly refurbished Centennial Parklands Dining. The new service point will be a one-stop shop for information services, bookings, merchandise sales and other visitor-related services.

PUBLICATIONS

Throughout 2007-08, the Trust produced numerous marketing, promotional, informational or legislatively-required publications. Copies of these publications are available from the Parklands Office and at selected locations throughout the Parklands.

Highlights include:

Corporate Plan 2007-2010

A comprehensive, yet easy-to-read document outlining the Trust's business and operational priorities and objectives for this three year period. The document includes the planning framework, business risks and opportunities, goals and action plans of the Trust to ensure it meets its needs of balancing the environmental, social and financial aspects of the Parklands.

A summary brochure to complement the Plan was also produced.

Annual Report 2006-07

For the fourth successive year the Trust's annual report received a Silver Award at the 2008 Australasian Reporting Awards.



Moore Park Golf brochure suite

A new suite of four brochures was produced to promote the products and services available at Moore Park Golf. Brochure titles included: About Us, Venues and Events, Membership and Corporate Golf. These brochures are available from Moore Park Golf and the Parklands Office.

Parklands Magazine and What's On

The Trust's Parklands Magazine and What's On brochure continued to inform and entertain park visitors and regular readers. The Magazine peaked at a distribution of 4,000 readers in 2007-08, and the What's On brochure went out to 25,000 readers.

The winter 2007 edition of the magazine marked the 10 year anniversary of the publication. The edition featured a Readers Survey that sought feedback from regular readers on its design, current content and future direction. A minimal response rate was achieved, however several of the readers suggestions and comments will be incorporated into the magazine redesign in 2008-09.

Other publications

A range of other publications were produced throughout 2007-08, including:

- Centennial Parklands Map (reprint)
- Centennial Parklands Foundation Annual Report (in-kind support provided by Trust)
- Fact Sheets
- Centennial Parklands Christmas Card 2007

Publications that commenced but were not completed by 30 June 2008, include:

- Centennial Parklands Equestrian Centre brochure suite
- Souvenir publication

OTHER PROMOTIONAL AND MARKETING ACTIVITIES

Throughout 2007-08 the Trust also implemented a range of other marketing and promotional activities, including:

- development and implementation of external-facing promotional banner signage at high visibility locations around Centennial Park
- bi-monthly placement of an informational column in strategic local media publications

- informational material on various Park Improvement Plan projects throughout the Parklands (eg. Centennial Parklands restaurant refurbishment)
- development and distribution of various eNewsletters for Moore Park Golf and the *Friends of Centennial Parklands*
- logo and signage development for the new The Long Apron bar and restaurant at Moore Park Golf
- special event signage to support the hosting of large-scale events and activities in the Parklands

Website

2007-08 saw significant changes in the Trust's provision of web-based information services.

In response to a NSW Government directive on web accessibility and style guidelines, the Trust undertook a complete revamp of its Parklands website, including changing its primary domain name to www.centennialparklands.com.au.

The Trust had also, since the last website revamp in 2004, compiled a list of regular user suggestions or complaints about its then website.



Key challenges to overcome included making information easier and more intuitive to find, creating a more user-friendly navigation system, improving the ability to highlight urgent information on the homepage, and providing more detailed information and services.

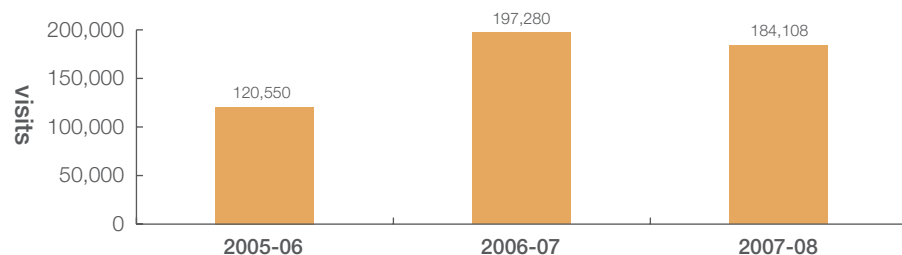
Prior to undertaking the work, the Trust engaged a consultant (Web Usability) to conduct user research to ascertain the wants/needs of users, develop an appropriate architecture for the new website and ensure contemporary accessibility needs are met. These user groups included representatives from Trust staff, the Community Consultative Committee, general park visitors, licensees and businesses within the Parklands, and sports hirers.

The Trust's website hosts (Squiz.net Pty Ltd) then developed concepts based on the results of this research and created a website that focused on delivering Parklands' information in a relevant and discerning manner.

In addition to these works, the Trust commissioned the creation of an interactive Parklands map. Using Web 2.0 technology, the map allows users to explore the Parklands through mapping technology or satellite imagery, and use an interactive menu to locate areas, facilities, environmental or historical items within the Parklands.

The new website went live on 3 March 2008.

Website visitation chart



While 2007-08 is marginally less than the previous year, the launch of the new website in March 2008 saw a peak in interest at 21,098 in that month and the year finished with monthly visitation levels at 37 per cent above the beginning of the financial year.

Two further websites went into development in 2007-08:

1. Friends of Centennial Parklands website

As part of the *Friends of Centennial Parklands* marketing strategy implementation, the Trust project managed the development of a new website: www.friends.net.au. The website aims to generate increased awareness and interest in the program, promote the benefits of membership, and drive an increase in membership numbers.

The website was launched on 5 May 2008.

2. Centennial Parklands Foundation website

As part of its provision of in-kind marketing support to the Centennial Parklands Foundation, the Trust began development of a dedicated website for the Foundation: www.yourparklands.org.au. The website will integrate eCommerce applications to facilitate online donations and payments.

It is expected the website will launch in October 2008.

Future plans

The Trust will develop a website for the Centennial Parklands Equestrian Centre in 2008-09, and will begin work on a refresh of the Moore Park Golf website.



ETHNIC AFFAIRS PRIORITIES STATEMENT

The Trust is committed to the principles of multiculturalism and encouraging the participation of people from diverse cultural and linguistic backgrounds in all its events and visitor programs.

The Trust's Plan of Management has taken into account the significant cultural diversity in the suburbs surrounding Centennial Parklands. With 40 per cent of the population in its local and district visitor catchment area being born overseas, the Parklands continued to be an important meeting place for a host of diverse communities. One such group is the Brazilian Soccer Club which meets in the Parklands every weekend throughout the year to practice their exceptional balls skills.

A key strategic direction in the Trust's Plan of Management is to promote cultural diversity and expression, and the use of the Parklands for cultural activities. Helping to achieve this goal is the fact that a number of key staff employed within the Parklands are themselves from a range of diverse cultural and linguistic backgrounds.

TRUST STAFF

The Trust is committed to attracting, developing and retaining a professional workforce and providing a safe, productive and healthy workplace.

Staff turnover was at an annualised rate of -1.69 per cent for 2007-08. This figure is significantly below the State Government average.

Managing and communicating with the Trust's staff

The Trust's Joint Consultative Committee (JCC) provides a formal framework for consultation between staff and senior management. It met on a quarterly basis to:

- promote cooperation and open communication
- provide a forum for raising issues of organisation wide concern and suggestions for their possible resolution
- discuss key policy and strategic issues
- initiate quality improvement projects
- improve the dissemination of information about the work of the Trust to staff at all levels

The JCC is chaired by the Director Business Services and includes representatives from each area of the organisation, the Public Service Association and DASR Human Resources.

The restructured Centennial Parklands Intranet was launched in October 2007. It is being developed as an increasingly important channel of communication among staff, who are strongly encouraged to use it for sharing information.

Staffing issues are addressed at the weekly meeting of the Executive. There is also a Quarterly Staff briefing session and monthly meetings of the senior staff group, where staff discuss current issues and future plans. The Business Planning Workshops, which took place over April and May 2008, involved the majority of staff. Discussions were held within each of the business units. These were followed by a one-day workshop of senior staff to clarify the goals for 2008-09. In a workshop for remaining staff, there was discussion of the Draft Business Plan and about the activities required to support it during the coming year.

Above Left: Tsukasa Ide began his career at Moore Park Golf Club in 1986. As a golf instructor at the club he regularly engages with tourists from all parts of the world, including Japan, where Moore Park Golf is well known with an enviable reputation. He says, "Hole 5 is a favourite with tourists because it provides breathtaking views of the city, including the Harbour Bridge."

Above Right: For many years the Brazilian Soccer Club has met in the Parklands every weekend to practice their game which has led to Sundays in Centennial Park becoming the cornerstone of Sydney's Brazilian community. As new migrants arrive from Brazil, they are embraced by this generous and welcoming group. "It helps us keep the spirit of Brazil alive in our new country," says one team member.



TRAINING AND DEVELOPMENT

The Trust provided a range of training and development opportunities for staff and supported their attendance at a range of training courses. During the financial year 39 staff attended a total of 84 courses at a total cost of \$50,000.

These included courses on occupational health and safety, first aid, equipment operation, project management, writing skills, financial management and event management.

SHARED SERVICES

The Trust's corporate services – finance, human resources and information technology – are outsourced to the Department of the Arts, Sports and Recreation.

Trust employees have access to human resource and occupational health and safety (OHS) services, either by telephone, email or through regular visits by the service provider. Employees are also able to access payroll and leave data via the online HR Kiosk at all Trust computers.

Trends In The Representation Of EEO Groups

EEO GROUP	BENCHMARK OR TARGET	2004-05	2005-06	2006-07	2007-08
Women	50%	46%	45%	43%	44%
Aboriginal People & Torres Strait Islanders	2%	0%	0%	0%	0%
People Whose Language First Spoken as a Child was not English	20%	9%	13%	7%	6%
People with a Disability	12%	5%	6%	0%	2%
People with a Disability Requiring Work-related Adjustment	7%	0%	0%	2%	1.9%
Total staff	64	58	58	64	61
Response rate		100%	100%	100%	100%



IMPLEMENTING EEO STRATEGIES

The Trust strives to making sure that its workplaces are free of discrimination and harassment, and the Trust's practices and behaviour do not disadvantage people because they belong to a particular group. Staff are also encouraged to take advantage of flexible working arrangements and leave options to help them maintain an effective work and life balance.

Women at Centennial Parklands

Bernadette Mitsis, Senior Customer Service Officer, is the representative for the Spokeswomen's program for the Trust.

The activities supporting the action plan for women during the reporting year were:

- **August 2007, Daffodil Day:** morning tea at the Visitor Centre near Paddington Gates, staff had the opportunity to look at the new exhibition that was developed by the Visitor Programs Unit. The Exhibition included photographs and artworks relating to the history of Centennial Parklands.
- **November 2007:** male members of staff grew moustaches to raise funds for the cancer research for prostate cancer, the spokeswomen program supported staff by holding a morning tea and requesting a gold coin donation. An enjoyable morning tea was spent admiring the different array of moustaches grown.
- **March 2008, International Women's Day:** Spokeswomen Program hosted a morning tea for International Womens Day which included a guest speaker from the Office of Women, Kerry Bigsworth (Director of the Office for Women). The day was to celebrate women's achievements.

Occupational Health and Safety (OH&S)

Training was provided to members of the OHS committee in line with the continued commitment of the Trust to comply with all safety and WorkCover workplace requirements. Training was also provided to other staff members to assist with and promote awareness and technical expertise in implementing the Trust safety management system.

An internal review of the safety management system by Manager Mal Durkin provided valuable feedback for improvements, as did subsequent discussions with staff.

The OHS Committee was successful in introducing to the workplace a smoke free environment policy following some vigorous consultation with staff members. It also reviewed of its policy, terms of reference and first aid policy which have all been successfully updated.

The Committee is consulting at present to promote health and well being in the workplace.

The Committee saw four new members appointed in the 2007 elections.

There were no WorkCover NSW prosecutions involving Centennial Parklands during the financial year and the Trust saw a one third reduction in workers compensation claims. Only four workers compensation claims were lodged, compared with six during the previous financial year, although 291 hours were lost due to workplace illness or injury.

The Trust's safety record

YEAR	2003-04	2004-05	2005-06	2006-07	2007-08
Number of workers compensation claims	12	10	9	6	4
Cost of claim per employee	\$379	\$1,416	\$6,352	\$4,156	\$4,935
Hours lost to workplace injury or illness	N/A	287	743	81	305



"Exhibitions may come, and Exhibitions may go, but the Centennial Park will go on for ever" – editorial from *Illustrated Sydney News*, 1888

ALL OUR
PRODUCE
IS
CERTIFIED
ORGANIC

ECONOMIC PERFORMANCE

The following challenges cover key areas of the Trust's economic work in 2007-08. 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 2008-09.

CHALLENGE	COMMENT
Revise and implement Induction and Orientation Policy	Completed.
Review Performance Planning and Development System	Completed.
Finalise agreed levels of service and review monthly reports from shared Corporate Services and State Property Authority (SPA)	Monthly Reports reviewed and finalised. SPA function brought in-house. Service Level Agreement completed with Human Resources Shared Services.
Complete restaurant	Due for completion in October 2008.
Golf Course Redevelopments	Due for completion in December 2009.
Re-tender for mobile kiosk services throughout the Parklands	Completed.
Revise licensee management model for Equestrian Centre	Completed.
Obtain Ministerial approval and notify Parliament of intention to review Act (legislative framework)	Due for completion in October 2009.
Implement Internal Audit Program	Completed.
Review intranet site map and introduce Intranet Dashboard	Completed.

Future Focus

In 2008-09 the Trust plans to:

- conduct an annual review of risk management framework
- pursue advertising on footbridges
- review licensee compliance and reporting systems
- implement new licensing arrangements at Centennial Parklands Equestrian Centre
- review, develop and re-tender internal audit contract
- further develop Customer Information Management Systems (CIMS) to meet the Trust's business needs



ECONOMIC PERFORMANCE

ITEMS		2005-06	2006-07	2007-08
Open space cost per visit (on 5.79 million visits per annum)	\$	1.14	1.20	1.11
Visitors outside 5km radius (data collected every three years)	%	34%	34%	34%
Maintenance costs as a % of asset value	%	0.35	0.42	0.41
Total asset value	\$M	722.9	738.3	744.3
Net cost to Government per visit	\$	0.52	0.39	0.34
Net cost to Trust per visit	\$	2.55	2.67	2.87
% of overall operating costs funded by Trust revenue	%	83.6	87.1	89.5
Revenue growth	%	9.4	9.6	6.6



Above Left: Moore Park Golf is a wholly-owned business of the Trust. This public course is the closest to the Sydney CBD and one of the most popularly visited.

Above Right: The Centennial Parklands Equestrian Centre provides a range of riding and stabling opportunities in the heart of the city. The Centre has recovered well from the impacts of the equine influenza outbreak in late 2007 which saw the Centre quarantined for over 50 days.

PAYMENT PERFORMANCE

Account Payment Performance

ACCOUNTS PAYABLE AT THE END OF EACH QUARTER	QUARTER ENDED SEPT 2007	QUARTER ENDED DEC 2007	QUARTER ENDED MARCH 2008	QUARTER ENDED JUNE 2008
	\$	\$	\$	\$
Current (within 30 days)	156,217	228,538	120,721	914,685
Overdue less than 30 days	192,315	308,957	107,522	201,348
Overdue between 30 and 60 days	55,031	0	15,381	25,280
Overdue between 60 and 90 days	7,072	0	1,302	2,107
Overdue more than 90 days	40,548	0	2,100	3,199

In 2007-08, the overdue accounts payable at the end of each quarter were due almost entirely to disputed invoices.

	TOTAL ACCOUNTS PAID ON TIME		TOTAL AMOUNT PAID	
Total value of accounts paid	Target %	Actual %	\$	\$
September quarter	95%	81%	4,112,280	5,087,783
December quarter	95%	80%	4,666,557	5,815,873
March quarter	95%	86%	5,130,701	5,960,545
June quarter	95%	87%	9,047,033	10,397,610

Our performance in 2007-08 has strengthened in the final quarter with the implementation of improved procedures and retention of key operational staff.

THE FIVE-YEAR FINANCIAL STRATEGY

The Trust is midway through the third year of the five-year strategic financial plan which aims to:

- reduce volatility in revenue streams while maintaining control of costs
- enhance existing revenue streams through its marketing and business development focus
- continually refine financial reporting systems to enable better understanding of cost drivers
- rebuild cash balances to ensure adequate working capital

- develop new funding sources for the maintenance and capital program

In 2008-09 this will include an updated Marketing Strategy, a Business Plan for the Centennial Parklands Equestrian Centre and appropriate adaptive reuse of the Trust's heritage assets.

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. On 18 June 2008 the Bond Market Facility was closed by TCorp and the Trust transferred its holdings in that facility to the TCorp Strategic Cash Facility.

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

INVESTMENT PERFORMANCE CRITERIA	2005-06	2006-07	2007-08
	\$	\$	\$
Value of cash facility on 1 July	736,481	478,396	3,038,724
Value of cash facility on 30 June	478,396	3,038,724	2,880,978
Interest income earned	41,914	310,329	442,253
Actual rate of return	5.69%	6.41%	6.82%
Benchmark rate of return	5.76%	6.42%	7.34%
Value of bond market facility on 1 July	4,412,322	4,582,588	5,133,233
Value of bond market facility on 30 June	4,582,588	5,133,233	N/A
Interest income earned	170,265	220,645	258,741
Actual rate of return	3.86%	4.68%	4.69%
Benchmark rate of return	4.04%	4.75%	5.08%
Value of strategic cash facility on 30 June	NA	NA	5,405,648
Interest income earned	N/A	N/A	13,674
Actual rate of return	N/A	N/A	0.27%
Benchmark rate of return	N/A	N/A	0.28%

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.



REVIEWING POLICIES AND PROCEDURES

In 2007-08 the following policies and procedures were reviewed:

- Records Management Policies and Procedures (September 2007)
- Code of Conduct (December 2007)
- Grievance Handling Procedures (December 2007)
- Policy & Procedures Framework (January 2008)

MANAGING AND MAINTAINING THE TRUST'S ASSETS

Major assets / land disposed of during the year

Female toilets at Banksia Way (formerly Depot Road) adjacent the Café demolished to make room for Restaurant upgrade, which also incorporates new public toilets.

Major assets other than land holdings

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

BUSINESS CONTINUITY AND RECOVERY

During 2007-08 the Trust continued to generate revenue through new and existing areas, however there were major challenges to business continuity at the Centennial Parklands Equestrian Centre (CPEC) from the outbreak of equine influenza in August 2008.

Case study: Equine Influenza outbreak

In August 2007 the first cases of Equine Influenza (EI) were detected at the Eastern Creek Quarantine Facility.

The first signs of respiratory illness at CPEC were noticed on 23 August 2007. The Trust was concerned about the potential broader impact of this illness and in liaison with the on-site veterinarians closed the CPEC to all horse movements prior to the quarantine declaration. Tests on these horses resulted in a positive reading for EI and the Centre was immediately declared a quarantine zone.

Under NSW legislation management of sites placed under such quarantine conditions passes to the Department of Primary Industries (DPI). This includes establishment of protocols regarding disinfection, visitation, horse movement and handling and public communication.

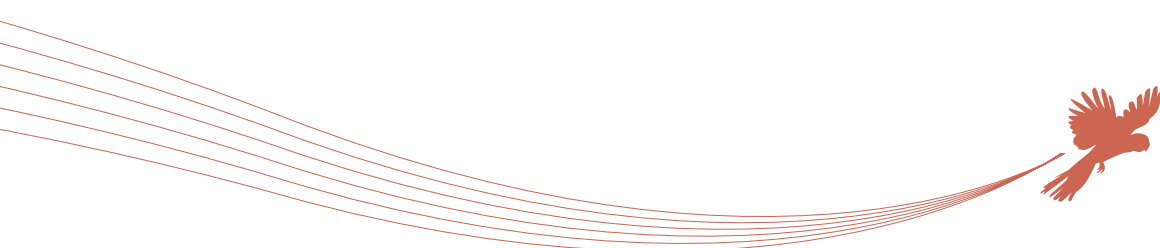
Behind the closed gates of CPEC there was much activity. Staff, private clients and riding schools were working around the clock to care for the horses and control further spreading of the virus. Strict biosecurity measures were implemented for people entering and leaving the property and no horse or vehicle movements were permitted.

Horse feed deliveries, cleaning and maintenance schedules, and the removal of horse manure and waste from the Centre had to be tightly controlled.

On Friday 5 October tests carried out on all the horses in quarantine confirmed the end of this quarantine period, and the horses gradually moving back to the Park for daily exercise.

Above Left: Equestrian Centre Manager Dee Vodden (right) with Adrian Knobel (Department of Primary Industries, second from right), Dr Keith Hart (Veterinarian from Rural Lands Protection Board, third from right) and veterinary science students at CPEC following the lifting of the quarantine order.

Above Right: Department of Primary Industries staff inspect a horse during the quarantine period at CPEC.



Although the effects of the EI have passed at CPEC with no horses having died as a direct result of the outbreak, the impact on the equestrian businesses, the private clients and their horses was felt for some time. In recognising this impact, the Minister for Sport and Recreation, the Hon Graham West MP, provided a \$50,000 grant in October 2007 for a comprehensive marketing campaign in the Centre. This included a community day on 9 December 2007, with a range of horse related activities, especially for families.

Dee Vodden, CPEC Manager, reported that: "Throughout the six week quarantine period, everyone became exhausted from trying to juggle work, family and caring for their horses."

The Trust and the CPEC management team would like to extend their thanks and congratulations to all those impacted by the EI for their cooperation and patience, especially the staff from the DPI.

RISK MANAGEMENT AND INSURANCE

The Trust's insurance coverage with the NSW Treasury Managed Fund includes policies for workers compensation, public liability, motor vehicle, property and miscellaneous insurance. The Trust continued to operate a rigorous reporting system for injuries and risks in the Parklands. The reports generated by this system were systematically followed up and stored for future reference.

When an incident may have had insurance implications, the Trust sent the details to the Trust's risk managers for advice and liaison with the Trust's insurers. All incidents were investigated and any associated maintenance issues addressed via a work request system. The Trust's OHS committee conducted regular workplace inspections and reviewed all incident and hazard reports.

The Trust incorporated risk mitigation strategies into all its day-to-day activities and programs and into key documents such as licence agreements. It also regularly reviewed and updated its safe work method statements.

As part of its annual business planning, the Trust prepared a list of potential risks and mitigation strategies. These 'risks' range from

variations in the business viability of key lessees and licensees and other funding sources to traffic and parking issues and the effect of continuing drought conditions on the environment of the Parklands.

These actions are consistent with the Trust's Risk Management Framework, that has included an internal audit program and key reviews.

Ten internal audits were finalised in accordance with the 2007-08 Internal Audit Plan. The engagements completed are as follows:

AUDIT REPORT

Moore Park Golf Operating Agreement

Entertainment Quarter Leases

Playbill Venue Management (Hordern Pavilion) Lease

Maintenance Contracts

Follow Up of Prior Internal Audits

Safety

Fleet Management

Finance Function & Cash Handling

Asset Management

Equine Influenza Management



FILMING AND PHOTOGRAPHY

Demand from the film and photography industry saw almost continuous location bookings over the 12-month period. The film *Wolverine* was amongst the filming projects recently featured in the Parklands.

The use of the Equestrian Centre and riding track by Baz Luhrmann for the making of the movie *Australia*, and rider training for actors Hugh Jackman and Nicoel Kidman, were also profiled in the media.

Filming and photography revenue for the period was approximately \$100,000. This was \$20,000 above budget expectations and in line with results from the previous financial year.

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 August 2007 and are available online at: www.centennialparklands.com.au

IMPLEMENTING THE CENTENNIAL PARKLANDS FOUNDATION BUSINESS PLAN

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.

Some key actions implemented from the Foundation's business plan in 2007-08 include:

- Funding the Trust's Tree Replacement Program for the staged replacement of ageing and ailing trees across the Parklands
- Water savings initiatives, including connecting irrigation to pond water and installation of rain water tanks to reduce potable water use
- Water quality improvements, through the reduction of pest species such as European Carp and introduction of native Australian Bass
- Pond banks planted out with native grasses and wetland plants that will enhance bird habitat and improve pond water quality

- Restoration of threatened species Eastern Suburbs Banksia Scrub remnants
- Purchase of educational tools and resources to enhance syllabus-related excursion products and public programs offered by the Trust's Visitor Programs team.

Full details of the work of the Foundation in 2007-08 can be found in the separate annual report for Centennial Parklands Foundation.

Above: Centennial Parklands offers a wide range of backdrops for filming and photography activities. In 2007-08 a wide range of film sequences, advertisements and music videos were all shot in the Parklands making the Parklands one of the most film-friendly locations in Sydney.

CORPORATE GOVERNANCE

Centennial Parklands is managed by the Centennial Park and Moore Park Trust, a statutory body established under the *Centennial Park and Moore Park Trust Act 1983* (Trust Act). All Parklands' regulations are enforceable under the Centennial Park and Moore Park Trust Regulation 2004.

Responsibilities of the Trust

The Trust consists of eight trustees, who are responsible to the Minister for Sport and Recreation for overseeing the management and policy direction of the organisation.

In 2007-08, the Trust met on eleven occasions.

The Trust's objectives are to:

- maintain and improve Trust lands
- encourage the use and enjoyment of Trust lands by the public by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands
- ensure the protection of the environment within Trust lands
- maintain the right of the public to the use of Trust lands

The Trust also has finance, audit and marketing committees with external representation to help its work. These committees typically meet on a quarterly basis.

During the financial year, the Trust's activities were focused on key areas that ensured:

- business viability
- right of access
- increased recognition for its position and direction
- promotion of its cultural strength and expression
- review of the Trustees Corporate Governance and Orientation Manual in line with Public Sector guidelines

TRUSTEES



**Emeritus Professor
John Niland AC**

Chairman

BCom, MCom, PhD, Hon DSc

Professor Niland is currently an Independent Director of Macquarie Bank Limited, serves on the University Grants Committee of Hong Kong, and is on the Board of Trustees of Singapore Management University. He was until recently the President of the National Trust of Australia (NSW), and also a former Vice-Chancellor and President of the University of New South Wales (1992-2002). He is a Fellow of the Academy of Social Sciences in Australia and the Australian Institute of Company Directors.

**Appointed Chairman
of the Trust in March 2002.
Term expires February 2010.**



Mr John Walker

Deputy Chairman

B.Bus

Mr Walker was Managing Director of Thrifty Car Rental between 1998 and 2008 and in 2006 also became a part owner in conjunction with NRMA Motoring & Services. Before this he was General Manager Retail Banking, Westpac Banking Corporation (1995 to 1998), and held various chief executive and senior positions with Liverpool City Council, Dominos Pizza (Australia) Pty Ltd, West Australian Football and the Council of the City of Perth, as well as running his own consulting firm from 1987 to 1991. Mr Walker is also Chairman of the publicly listed company NewSat Limited.

**Appointed February 1998.
Term expires February 2010.**



The Honourable Justice
Annabelle Bennett AO

BSc (Hons), PhD, LLB

Justice Bennett is a Judge of the Federal Court of Australia and is currently Pro-Chancellor of the Australian National University. Prior to her appointment to the Federal Court, Justice Bennett practised as a Barrister (Senior Counsel) specialising in intellectual property. She is also Presidential Member of the Administrative Appeals Tribunal, member of Chief Executive Women, member of the Australian Academy of Forensic Sciences, Arbitrator of the Court of Arbitration for Sport, and Head of Delegation for the APEC Women Leaders' Network Meeting in Peru in 2008.

Appointed April 2003.
Term expires April 2011.



Mr David Leckie

BA (Econs)

Mr Leckie is Chief Executive Officer, Broadcast Television, of Seven Network Limited. He was previously associated with the Nine Network for 23 years. Having joined GTV-9 (Melbourne) as a Sales Executive, he was promoted to National Sales Manager, then Nine Network Sales Director in 1982 at TCN-9 (Sydney). In August 1990 he became Managing Director of the Nine Network and in 1994 was appointed CEO.

Appointed January 2001.
Term expires January 2009.



Ms Yvette Pietsch

B.Bus, M.Tax

Ms Pietsch is a Taxation and Business Advisory Partner at Pitcher Partners NSW. She is a member of the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors, and a Fellow of the Taxation Institute of Australia. Ms Pietsch is a local resident who is actively involved with Centennial Parklands and many of its facilities.

Appointed February 2004.
Term expires February 2010.



Dr Margaret Varady AO



Ms Anne Keating



Ms Mairaed Bilton

BSc, MEd, DipEd, PhD FACE

Dr Varady has been the principal of Sydney Girls High School since 1992. She has held a variety of positions in schools both in New Zealand and Australia, and is on the Senate of the University of Sydney. She is a strong supporter of public education, community involvement and girl's education and is currently researching effective school culture for her EdD.

Appointed March 2002.
Term expires February 2010.

Ms Keating is currently an independent director on the boards of the Goodman Group Limited, Macquarie Leisure Group Limited and STW Communications Group Limited. She is also a member of the Advisory Council of ABN AMRO Australia and New Zealand, Governor of the Cerebral Palsy Foundation. Anne was also the General Manager, Australia for United Airlines from 1993 to 2001.

Appointed June 2008.
Term expires May 2012.

B Sc (Arch), BA (Hons), A Mus A

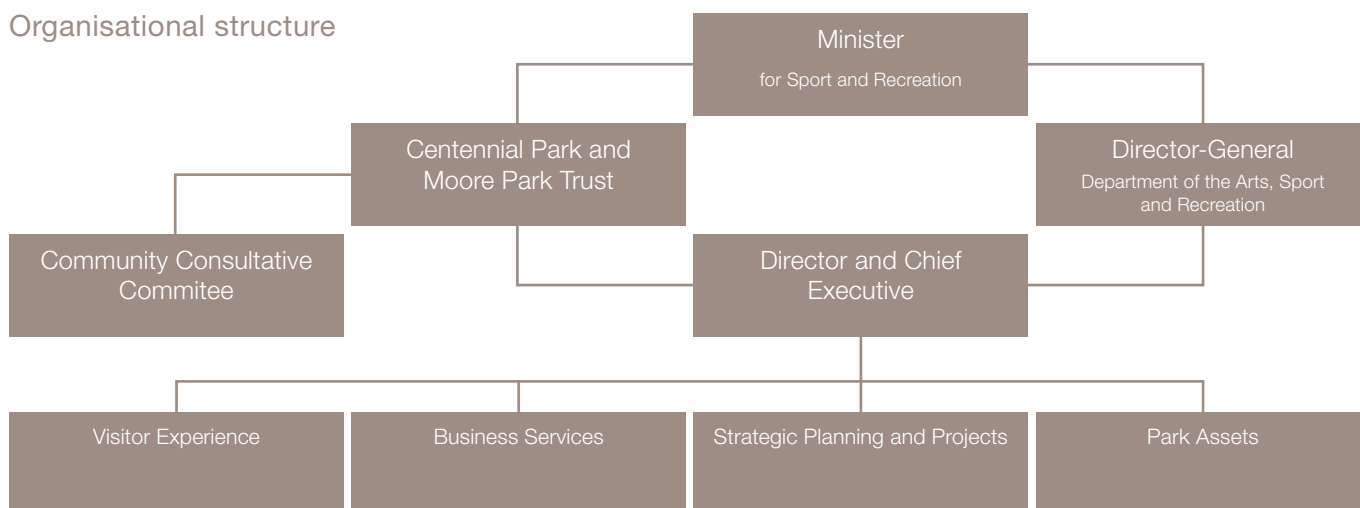
Ms Bilton was appointed to the Community Consultative Committee in April 2006 and has been its Chair since January 2008. She has a background in community work in local government and the performing arts. She has lived all her life within a short distance of the Parklands and has participated in practically the full gamut of Parklands activities such as horse riding, picnicking, team sport and dog walking to name a few. She continues as a board member and chair in the not-for-profit sector and maintains an active involvement in the performing arts.

Appointed February 2008.
Term expires February 2012.

Board members whose terms expired in 2007-08

1. Mr Allan Young
Term expired December 2007
2. Ms Sarah Whyte
Term expired May 2008

Organisational structure



EXECUTIVE

Management

The Trust's management is led by the Director and Chief Executive who works within the parameters of the Trust and is also responsible to the Director-General of the Department of the Arts, Sport and Recreation for administrative issues.

For certain approvals and actions, the Director and Chief Executive is responsible to the Minister for Sport and Recreation.

The role of the Director and Chief Executive

The Director and Chief Executive leads the development and implementation of the Trust's strategic, corporate and annual business plans to meet its short and long-term objectives, and provide staff with a strong vision and business direction. Best practice management, sustainable development and the financial viability of the Trust are the key focuses of this role.

The role of the Directorate

The Directorate provides high level and strategic advice to the Trust and the Minister, measures and monitors the Trust's performance against the Plan of Management and corporate business strategy, and handles a range of stakeholder issues.

The Trust's staff are organised into four groups, each led by a director:

1. **Visitor Experience** manages the Trust's venue services, visitor programs, and its marketing and communications strategies
2. **Business Services** manages the organisation's overall business systems and performance, plus also oversees its shared services agreement for corporate services
3. **Strategic Planning and Projects** manages statutory and park planning, and delivers significant capital works and other major projects of long-term importance
4. **Park Assets** is responsible for the maintenance and presentation of the physical fabric of Centennial Parklands, including the landscape, buildings, ponds and buried infrastructure

THE EXECUTIVE TEAM



Steve Corbett

Director and Chief Executive

Steve was appointed to the position in July 2004. He was previously Director for the Royal Tasmanian Botanical Gardens and has nearly 30 years of industry experience in the management of parks, botanic gardens and open space areas. He previously held estate management positions at Olympic Venues with the Olympic Coordination Authority and management positions at the Royal Botanic Gardens Sydney including Mount Annan Botanic Garden.

He is currently a Member of the Board of the Parks Forum (an international parks management association), and Chair of the Parks Forum Leadership and Relationship Standing Committee.



Ian Innes

BSc (Arch), B Land Arch

Director, Park Assets

Responsible for arboriculture and horticulture services, asset maintenance, building infrastructure services, equestrian centre and golf course management, flora and fauna protection, conservation of heritage assets, landscape maintenance, parking administration, playground safety, waste recycling and cleaning services.



Marianna Preston

B Land Arch (Hons) AILA

Director Strategic Planning and Projects (from January 2008)

Responsible for statutory and park planning, major project development and implementation of the \$49.5 million Park Improvement Plan. Marianna has more than 17 years experience within the design and construction industry, as a project manager and landscape architect.

N.B Amanda Bock was Director to January 2008



Stuart Dutton

MBA(SCross) BSpSc(NSW)

A/Director Visitor Experience
(from February 2008)

Stuart has worked in the sport, recreation and venue management industries for 13 years with organisations such as Sutherland Shire Council, Swimming NSW, Sports Medicine Australia, and Cycling Australia. Stuart previously managed the Venue Services Unit of the Trust.

N.B. Danyelle Droga was Director to February 2008 when she took maternity leave.



Bruce Cook

MBA

Director Business Services

Responsible for business and organisational performance, lease and licence administration, business development, procurement, office services, policy development, property management, records management, shared services contract management, Trust support and liaison. He has previously worked for EnergyAustralia, Wollongong City Council, National Rail Corporation and Tourism Australia.

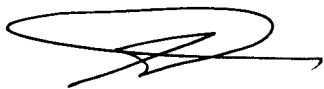


STATEMENT OF RESPONSIBILITY

31 October 2008

The Centennial Park and Moore Park Trust's senior management and other staff have implemented an internal control process to provide reasonable assurance regarding the achievement of the Trust's objectives. The Trust's audit function includes a program of reviews to assess these controls.

This system of internal control has operated satisfactorily during 2007-08.

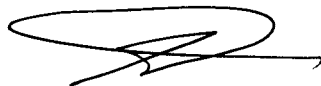


Steve Corbett
Director and Chief Executive

CREDIT CARD CERTIFICATION

It is the policy of Centennial Park and Moore Park Trust to limit the use of permanent corporate credit cards to staff responsible for official functions. On 30 June 2008, the one and only card was on issue to the Director and Chief Executive. I certify that all charges were incurred for official purposes and that transaction dockets showed details of the nature and purpose of the expenditure. These acquittals were examined and authorised by the Director Business Services.

The Trust's policy and procedures in force during 2007-08 complied with best practice as detailed in the policy and guidelines paper issued by Treasury.



Steve Corbett
Director and Chief Executive

CODE OF CONDUCT

The Centennial Park and Moore Park Trust's Code of Conduct outlines the expected standards of behaviour and guides staff on how to deal with ethical issues that may arise in the course of their work.

The Trust's values as an organisation are based on trust, respect and recognition of the significant roles the Trust plays in managing the Parklands. The Code of Conduct is an important element of maintaining that trust, respect and recognition.

In 2007, the Department of Premier and Cabinet revised its "Model Code of Conduct for NSW Public Sector Agencies". The Trust's Code of Conduct was reviewed against this document in 2007-08.

COMMUNITY CONSULTATIVE COMMITTEE

There were eight Community Consultative Committee meetings in 2007-08.

REPRESENTATIVE	TERM	MEETINGS ATTENDED
Bilmon, Ann (Chair appointed February 2008)	April 2006 – April 2010	7
Carseldine, Ron	August 2006 – November 2007	4
Droga, Danyelle (Director and Chief Executive's representative)	September 2005 – February 2008	1
Dutton, Stuart (Director and Chief Executive's representative)	February 2008	4
Fisher, Natalie	February 2008 – February 2010	2
Goodman, Robert	April 2006 – April 2010	8
Libling, Sandy	February 2008 – February 2010	4
Lyons, Craig	April 2006 – April 2008	4
Meagher, Fran	February 2008 – February 2010	4
McDonald, Michael	January 2004 – February 2008	3
Pratten, Sandy	January 2004 – February 2008	4
Reid, Peter	January 2004 – February 2008	4
Skinner, Clare	April 2006 – April 2010	3
Warren, Stacey	February 2008 – February 2010	2
Wright, Harley	February 2008 – February 2010	4
Young, Allan (Chair)	January 2004 – February 2008	4



SIGNIFICANT COMMITTEES ESTABLISHED AND ABOLISHED

There were no significant committees established or abolished during 2007-08.

SIGNIFICANT CENTENNIAL PARKLANDS' COMMITTEES

The table shows the number of Trust and committee meetings attended by each Board Member during 2007-08, with the number of meetings held during the time shown in brackets.

TRUSTEE	TRUST MEETINGS	FINANCE COMMITTEE	AUDIT COMMITTEE	MARKETING COMMITTEE	FOUNDATION BOARD OF GOVERNORS
Emeritus Professor John Niland AC	11 (11) Chair	2 (3)	4 (4)	n/a	2 (4)
John Walker	9 (11)	3 (3) Chair	n/a	1	n/a
The Hon. Justice Annabelle Bennett AO	9 (11)	n/a	n/a	n/a	2 (4)
David Leckie	5 (11)	n/a	n/a	2 (2) Chair	n/a
Dr Margaret Varady AO	9 (11)	3 (3)	n/a	n/a	2 (4)
Yvette Pietsch	10 (11)	n/a	4 (4) Chair	n/a	n/a
Ann Mairaed Bilmon (first audit committee was Feb '08)	5 (11)	n/a	2	n/a	n/a
Anne Keating (appointed in June 2008)	0 (11)	n/a	n/a	n/a	n/a
Allan Young (left Trust Jan '08. Last audit committee was Nov '07)	4 (11)	n/a	2	n/a	n/a
Sarah Whyte (left Trust May '08)	8 (11)	n/a	n/a	2	2 (4) Chair

OTHER ADVISORY COMMITTEES

COMMITTEE	REPRESENTATIVES		
Bushland Management Group	Paul Adam Martin Bremmer Dennis Collister Bettina Digby Daniel Goulburn Daniel Grover	Alison Halliday Paul Ibetson Joe Johnson Helen Kemp John Lennis	Roslyn McCulloch Sandy Prattern Ian Innes Paul Tracey John Martin
Centennial Parklands Equestrian Centre Advisory Committee	Pamela Bode Alex Clarke Kate Guilfoyle Mary Walsh	Rosemary Gough Tim Roberts Jamie Winning	Kelly Paton Dee Vodden Bruce Cook
Golf Course Coordination Committee	Simon Roberts Harry James	Jon Urquhart Ian Innes	Mal Durkin
Design Review Panel	Peter Mould Catherin Bull	Alex Tzannes Oi Choong	Marianna Preston
Sports Advisory Group	Doug Atkinson Ron Crawford Graeme Dedrick	Laurie Heil Wayne Morgan Greg Weiss	Derek Zilich Bernadette Walker Danyelle Droga
Golf Course Liason Committee	Harry James Greg Dick Petter Goddard Jon Urquhart	Brett Leahy Robert Herman Anthony Shaw	Cathy Thurley Craig Easdown Bruce Cook

SIGNIFICANT COMMITTEES WITH CENTENNIAL PARKLANDS' REPRESENTATION

STAFF MEMBER/S	POSITION	EXTERNAL COMMITTEES
Cheshire, Colin	Ranger	Woollahra Council Animal Advisory Committee; Randwick Council Community Safety Committee; NSW Police Surry Hills Local Area Command's Police Accountability Community Team.
Corbett, Steve	Director and Chief Executive	Parks Forum Leadership & Relationship Standing Committee – Chair; Member of Board Parks Forum; Sydney Parks Group; World Youth Day CEO's Forum; Department of the Arts, Sport and Recreation Corporate Services Steering Committee; Centennial Parklands Foundation Board; Centennial Parklands Foundation Management Committee; NSW State Plan Priority E8 Interdepartmental Planning Group.
Cutcliffe, Jason	Arborist	NSW Local Government Tree Resources Association.
Stuart Dutton	A/Director Visitor Experience	Sydney Parks Group; Centennial Parklands Foundation Management Committee; Community Consultative Committee; NSW State Plan Priority E8 Interdepartmental Planning Group; NSW State Plan E8 Parks & Reserves Group; World Youth Day Venue Owners Group.
Easdown, Craig	Manager Marketing & Communications	World Youth Day Media & Communications Group; World Youth Day Community Relations Sub-Committee.
Finnerty, Tomas	Coordinator Site Services	World Youth Day PAF.
Holyhead, Toby	Arborist	NSW Local Government Tree Resources Association.
Innes, Ian	Director Park Assets	Parks Forum – Best Practice Standards and Benchmarking Committee; Department of the Arts Sport and Recreation – OHS Governance Committee.
Latham, Luke	Arborist	NSW Local Government Tree Resources Association.
Peri-Chapman, Suzanne	World Youth Day Project Officer	World Youth Day PAF.
Stride, Anja	A/Manager Venue Services	Premier's Department: Central Sydney Operations Group; Moore Park Events Operations Group; Event Safety Working Party.
Tracey, Paul	Manager Horticultural Estate	Sydney Water Greater Botany Wetlands Steering Committee; Royal Botanic Gardens Trust Flying Fox relocation Steering Committee.

External presentations by Trust staff

WHEN	STAFF MEMBER	PRESENTATION FOCUS	GROUP PRESENTED TO
May 2007	Paul Solomon	History of CP	Jewish Centre of Ageing
August 2007	Brian Page	History of CP	Waverly Historical Society
November 2007	Bernadette Walker	Visitor Safety Program	National Parks and Leisure Conference Australasia
March 2008	Steve Corbett	Volunteers	Friends of Australian Botanic Gardens Association
March 2008	Paul Solomon	History of CP	Cotswold Retirement Villiage, Turramurra
April 2008	Paull Solomon	History of CP	National Seniors Association, Randwick/Botany
May 2008	Mark Secombe	History of CP	SPARKS (Central Synagogue Jewish Care)

FREEDOM OF INFORMATION AND STATEMENT OF AFFAIRS

Under the *Freedom of Information Act 1989* each NSW Government agency is required to publish an annual statement of affairs. This statement describes the structure and functions of the Centennial Park and Moore Park Trust, how these functions affect the public, and details opportunities for the public to participate in the Trust's policy development. It also includes a list of the categories of Trust documents and how these can be accessed or amended by members of the public.

Structure and functions

The primary responsibility of the Trust is to ensure the sustainable management of urban parkland and leisure facilities on behalf of the people of NSW. The Trust's Plan of Management and associated key result areas have been developed to help meet these objectives.

Effect of functions on members of the public

The Trust has a direct effect on the public by encouraging the use and enjoyment of Centennial Parklands. The Trust's objectives are to maintain and improve Trust lands and

encourage their use and enjoyment by increasing the recreational, historical, scientific, educational, cultural and environmental value of the lands, maintaining the right of the public to use the lands, and protecting the environment in the Parklands.

Public participation in policy development

The public can participate in policy development through the Community Consultative Committee as well as through public consultation processes relating to various plans, surveys and activities.

Categories of documents held by the Trust

The categories of documents held include:

- policy documents and correspondence, including memoranda and circulars
- documents on the internal administration of the Trust
- policy and planning documents which assist the Trust

Accessing and amending Trust documents

Policy documents, annual reports and brochures may be obtained by contacting the Trust.

Applications for access to Trust documents under the *Freedom of Information Act 1989* should be accompanied by a \$30 application fee and sent to:

The Freedom of Information Officer
Centennial Parklands
Locked Bag 15
Paddington NSW 2021

Applications to amend documents relating to a person's own personal affairs may also be made to this address.

Arrangements can be made to obtain copies of documents or to inspect them by contacting the FOI and privacy officer (02) 9339 6699 or emailing: info@centennialparklands.com.au

Applications under the *Freedom of Information Act 1989*

The Trust received one application under the *Freedom of Information Act 1989* in the reporting year. The request involved a third party and the Trust was required to consult the third party to obtain their permission to release their details.

Details of internal review results

The third party (consulted to release their personal information) objected to the release of this information. The original request was refused on the basis of commercial-in-confidence considerations.

REVIEWS AND APPEALS

There were no reviews or appeals conducted by either the NSW Ombudsman or the Administrative Decisions Tribunal.

PRIVACY AND PERSONAL INFORMATION PROTECTION

During 2007-08 the Trust received no applications under the *Privacy and Personal Information Protection Act 1998*. The Trust continues to monitor compliance with this Act.

The Trust's privacy policy is available on the Trust's website at www.centennialparklands.com.au

LEGISLATION AND LEGAL CHANGE

There were no legislation or legal changes made in 2007-08.

ACTS ADMINISTERED BY THE TRUST

The Trust administers and operates under the terms of the *Centennial Park and Moore Park Trust Act 1983*.



SIGNIFICANT JUDICIAL DECISIONS

There were no significant judicial decisions in the 2007-08.

CONTROLLED ENTITIES

The Trust controls the Centennial Parklands Foundation under Section 45A(1A) of the *Public Finance and Audit Act 1983*.

OVERSEAS VISITS

Steve Corbett, Director and Chief Executive and Ian Innes, Director Park Assets, travelled overseas during the 2007-08 financial year. They attended an International Parks Forum Conference in Auckland, New Zealand.

Steve Corbett also contributed to the bi-annual Parks Forum Board Meeting while in Auckland.

GRANTS TO NON-GOVERNMENT ORGANISATIONS

There were no grants to non-government organisations during 2007-08.

RESEARCH AND DEVELOPMENT

No research and development projects were undertaken during 2007-08.

CONTRACTING AND MARKET TESTING

New contracting and market testing during 2007-08 was undertaken on mobile kiosk services.

OCCUPATIONAL HEALTH AND SAFETY (OH&S)

Accident/Injury Analysis 2007-08

Financial Year in Summary

REPORTED INCIDENTS/ NEAR MISSES	REPORTED FIRST AID TREATED INJURIES	REPORTED MEDICAL TREATED INJURIES	REPORTED LOST TIME INJURIES
9	8	4	3

Total Workers Compensation Claims for 2007-08

CLAIM NO.	DATE OF INJURY	DATE OF NOTIFIED	CAUSE OF ACCIDENT	HRS LOST	ACTION PLANS TO PREVENT ACCIDENT RE-OCCURRING
770519030970	5/9/07	6/9/07	Injured shoulder whilst using chainsaw and pushing logs.	23	SWMS reviewed to educate on technique, More 4 Life review, Supervisor instruction.
770519030999	3/9/07	6/9/07	Caught heel in drain and fell on knee.	161	Gradual return to work. Verbal discussions (supported by Dr) recommended low heels be worn at all times. Also reminded to be vigilant when accessing uneven ground particularly outdoor areas of CP.
770519034447	26/11/07	26/11/07	Injured left shoulder whilst chipping and lifting branch.	107	Review of SWMS, staff rotation program, formalised work site Risk Assessment and Move for Life Training Review.
770519039074	5/4/08	7/4/08	Strained left knee whilst dragging branches to chipper	0	Team stretching each morning. SWMS revised and work site risk assessment conducted.

NB: Shaded areas denote additional entries since last reporting



EXECUTIVE OFFICER INFORMATION

	2004-05		2005-06		2006-07		2007-08	
SES GRADE LEVEL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
8								
7								
6								
5								
4								
3	1		1		1		1	
2								
1								

Number of officers and employees by category Centennial Park and Moore Park Trust

	2006-07		2007-08	
OCCUPATIONAL GROUP (ANZSCO)	FTE	HEADCOUNT	FTE	HEADCOUNT
Managers	12.9	13	13.4	14
Professionals	10.9	15	11.0	11
Technicians and Trade Workers	16.0	18	16.5	18
Community and Personal Service Workers	0.0	0	0.0	0
Clerical and Administrative Workers	13.0	15	14.5	17
Sales Workers	0.0	0	0.0	0
Machinery Operators and Drivers	0.0	0	0.0	0
Labourers	3.0	3	1.6	1
TOTAL	55.8	64	57	61

Notes:

1. Data includes Permanent, Temporary and Casual Employees in 2007-08
2. The Department of the Arts, Sport and Recreation provides personnel services to the Centennial Park and Moore Park Trust.
3. It is the Department's intention to report staff numbers as Full Time Equivalent (FTE) staff units in 2008 and future years, as this methodology provides a more accurate measure of staff utilisation.
4. Occupational groupings for 2008 are classified by the Australian and New Zealand Standard Classification of Occupations (ANZSCO) for the majority of Divisions. The occupational groupings are not comparable with the groupings in the now superseded Australian Standard Classification of Occupations (ASCO) used by some Divisions.
5. Where historical data is not available the entry is shown as Not Available (N/A).
6. The Full Time Equivalent (FTE) staff units reported in the table is for the surveyed reference period (final pay period of 2007-08 financial year).

TRENDS IN THE DISTRIBUTION OF EEO GROUPS

Distribution index

EEO GROUP	BENCHMARK OR TARGET	2007	2008
Women	100	117	106
Aboriginal people and Torres Strait Islanders	100	N/A*	N/A
People whose first language was not English	100	N/A*	N/A
People with a disability	100	N/A*	N/A
People with a disability requiring work-related adjustment	100	N/A*	N/A

Notes:

1. Staff numbers are as at the end of June 2008.
2. Excludes any casual staff or contractors.
3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The distribution index is automatically calculated by the software provided by Office of the Director of Equal Opportunity in Public Employment.
4. *The distribution index is not calculated where EEO group or non-EEO group numbers were less than 20.

Value of recreation leave and long service leave entitlements

LEAVE ENTITLEMENT	VALUE AS AT 30 JUNE 2008
Recreation leave	415,968
Long Service leave	571,159

CONSULTANTS

THRESHOLDS	CONSULTANT AND PROJECT	COST
Consultancies equal to or more than \$30,000	There were no consultants equal to or more than \$30,000 engaged in 2007-08	\$0
Total consultancies less than \$30,000	During the year ten consultancies were engaged in the areas of occupational health and safety, management services and property	\$0
TOTAL CONSULTANCIES		\$0



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WEBSITE

Visit www.centennialparklands.com.au/map for the latest map updates

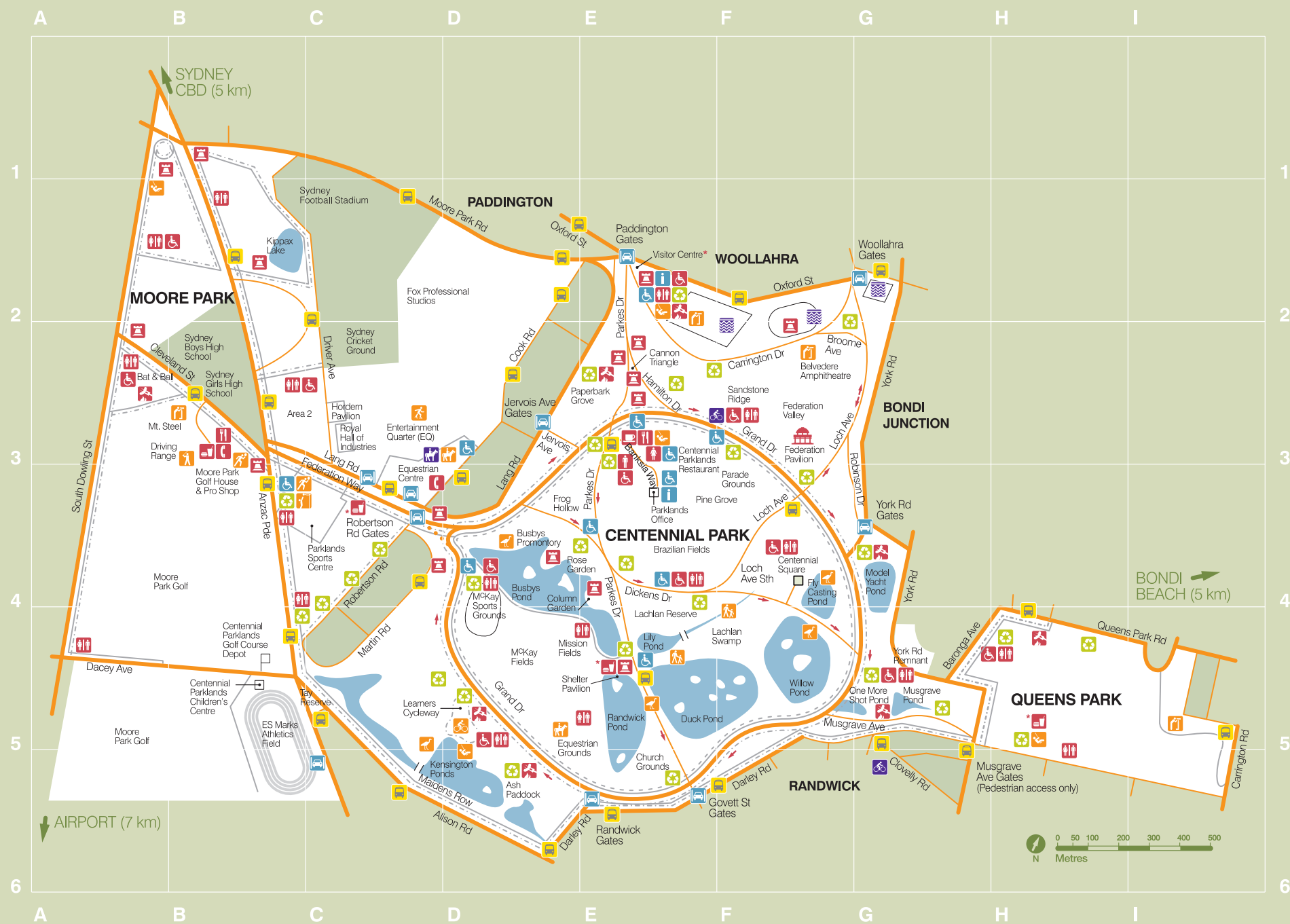
DISTANCES AROUND GRAND DRIVE, CENTENNIAL PARK

Road **3.8km**
Walking path **3.7km**
Horse Track **3.6km**

	Entry Gate		Playground		Heritage Feature
	Accessible Parking		Tennis		BBQ
	Info		Netball		Public Telephone
	Bus Stop		Horse Riding		Restaurant
	One Way Traffic		Golf		Accessible Toilets
	Cycle/Rollerblade Lane		Walking Path (Self-guided)		Toilets
	Walking Path		Lookout		Food
	Horse Track		Bird Watching		Café
			Rollerblading		Rollerblade Hire
			Cycling		Cycle Hire
					Horse Hire
					Underground Reservoir
					Recycling Bins



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Centennial Park, Moore Park and Queens Park are open to the public 365 days a year.

*Healthy Parks
Healthy People*