

Centennial Parklands

Annual Report 1999–2000

Centennial Park
Moore Park
Queens Park

Contents



In brief 1

- Profile 1
- Premier's Foreword 2
- Chairman's Report 2
- Director's Report 3
- Summary of performance against Key Result Areas 4
- Financial summary 10









About Centennial Parklands 11

- About the Parklands 11
- About the Trust 13
- About our visitors 15



Key result areas 16

-  Integrity of the Parklands 16
-  Co-operative positioning 18
-  Living heritage 20
-  Right of access 22
-  Cultural expression 24
-  Business viability 26



Financial statements 28



Appendices 45



Index inside back cover



The Hon. Bob Carr MP
Premier of New South Wales
Level 40
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW

7 November 2000

Dear Premier

It is with pleasure that we submit the 16th Annual Report of the Centennial and Moore Park Trust, for the year ended 30 June 2000, for presentation to the NSW Parliament.

The Report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance Audit Act 1983* and the regulations under those Acts.

This year's Report is being submitted in accordance with the *Olympic Arrangements Act 2000*, which extends the period allowed to NSW Government agencies affected by the Sydney 2000 Olympic and Paralympic Games to 28 November 2000.

Yours sincerely

Annette O'Neill
Chairman

John Walker
Trustee

Profile

In a land renowned for its wide-open spaces, Centennial Parklands occupy a special space in the heart of the Australian nation.

Covering more than 385 hectares, less than five kilometres from Sydney's central business district and just a few minutes from the city's popular eastern beaches, the Parklands are not only one of the world's finest and most used open spaces — they also include within them a monument to the birth of the Australian nation.

Centennial Parklands comprise three parks: Moore Park, Queens Park and Centennial Park. The Parklands' sporting facilities include the ES Marks Athletics Field, an 18-hole golf course and driving range, an equestrian centre, a tennis centre, netball courts and sporting fields. Other venues include the Centennial Parklands Restaurant, the Hordern Pavilion and Royal Hall of Industries, and Fox Studios Australia.

In addition to their historical and environmental significance,

Centennial Parklands are one of the city's great assets. They have an estimated annual value to the people of New South Wales exceeding \$100 million, with a total asset base of more than \$530 million. They contribute over \$10 million a year to the State from tourism and during 1999–2000 they drew approximately five million visitors.

The Centennial Parklands are managed by the Centennial Park and Moore Park Trust.

Our vision

Centennial Parklands will be a place of beauty, peace, excitement and culture in the hearts of the people of Sydney; a place where diversity of activities can be safely pursued by people of all ages and abilities; a place where national, civic and individual milestones are marked and treasured in landscapes, events, monuments and memories.

Our mission

The sustainable development of urban parkland and leisure facilities on behalf of the community through the application of the principles of best practice management.

Our values

Integration: Centennial Parklands will be integrated into a framework that recognises the vital cultural and historic values of all the parks.

Continuity: The heritage of Centennial Parklands will be improved and maintained.

Advocacy: The Trust, as guardian, will actively advocate for Centennial Parklands.

Sustainability: The survival of Centennial Parklands will be ensured through management of conflicting demands.

Equity: Visitors will enjoy equitable access to Centennial Parklands.

Premier's Foreword

The New South Wales

Heritage Council moved to formally recognise the heritage significance of Centennial, Moore and Queens Parks by listing them on the State Heritage Register in March 2000.

The listing acknowledges that Centennial Parklands are major landmarks in the history and the psyche of our city. It was supported by more than 400 community submissions, an overwhelming endorsement that the 'people's park' should take its place on the list of the State's most significant heritage items.

The Parklands are living history, the result of colonial settlers' efforts to enrich the quality of life of the people of Sydney. Their past is replayed every day. Children flashing past on scooters; families feeding the ducks and swans; cyclists pedalling around Grand Drive; people strolling through the gardens; afternoon tea parties — all are nostalgic reminders of a more leisurely era.

It was in Centennial Park on 1 January 1901 that Queen Victoria's representative, the Earl of Hopetoun, proclaimed himself the first Governor-General of the Commonwealth of Australia, and Edmund Barton Australia's first Prime Minister. More than 250,000 people thronged the hillside overlooking the pomp and circumstance created by 7,000 dignitaries, 300 members of the press, 10,000 school children and a 1,400-person choir.

Now, 100 years later, equally memorable festivities have been planned to take place in Centennial Park on 1 January 2001, not only to mark the birth of the nation but also to reflect on the successes and mistakes of the past, and to share visions for the future. Three grand projects celebrating the Centenary of Federation — the creation of a Federation Drive, replanting of Parkes Drive and restoration of Federation Valley — will also commemorate this defining moment in Australian history.

In September 1999 I had the pleasure of re-opening the Hordern Pavilion and Royal Hall of Industries. More than \$27 million has been spent on restoring



these landmark buildings, giving them a new lease of life as entertainment venues for the people of Sydney.

It is this culture of renewal that makes Centennial Parklands such a dynamic part of our society, and 'one of the grandest adornments of this beautiful country' as envisaged in 1888 by 'Federation's Father' and the founder of Centennial Park, Sir Henry Parkes.

I support the important work of the Centennial Park and Moore Park Trust in its application of the principles of best practice to managing the Parklands. Notably this year, the Trust has participated in the New South Wales Government's plan for widespread reform in the delivery of corporate services in the public sector. The Trust has worked with three other State Government Visitor Services Agencies on a joint information technology network — the forerunner to other shared services that will achieve economies of scale, productivity gains and improvements in business service that can only be achieved through collaboration.

The Trust should also be congratulated for its work in preparing for the staging of Sydney 2000 Olympic and Paralympic Games in the Parklands. I am confident that the Olympic and Paralympic road cycling and marathon events will be celebrated into the future as yet another dimension of the evolving Parklands' heritage and Sydney's civic history.

I thank the Trustees for their commitment to enhancing the integrity of Centennial Parklands and improving and maintaining their unique natural and cultural heritage.

The Hon. Bob Carr MP
Premier of New South Wales

Chairman's Report

1999–2000 has been a year of impressive consolidation of change at Centennial Parklands. It also saw the completion of elaborate and demanding preparations for major public events.

At the cusp of the new millennium it is worth reflecting that, a century ago, Centennial Park was not only the lungs of Sydney and the leisure-ground of its people, but also hosted the proclamation of the Federation of Australia on 1 January 1901. This year we have been preparing for the commemoration of that event, again with a grand procession and a performance in the Park that is still Sydney's premier public open space.

The Centennial Park and Moore Park Trust takes Henry Parkes' endowment of a 'people's park' seriously, interpreting his intention through its work to promote the values of public ownership and access, respect for the Parklands' heritage, and commitment to their sustainability.

The Trust has sought to promote these values this year in many ways. It showed its commitment to real consultation with the public to inform planning and policy, while recognising the reality of differing public priorities. It also furthered its objective of reducing car parking on Moore Park, through close collaboration with precinct transport and venue managers.

In March, the Parklands were placed on the State Heritage Register, reflecting the perception of their enduring public value in the minds and memories of generations of Australians. The Parklands were an important place for meeting and cultural exchange well before the arrival of Europeans and the Trust continues to acknowledge this important association.

One of the great successes of the year was the Trust's financial



performance. From a position of serious constraint in the first quarter, the Trust was able to undertake all its planned programs effectively and within budget.

Another achievement arose from the priority that the Trust gave to focusing on the physical environment of the Parklands this year. It recognised the essence of the Parklands — its trees and fauna — as measurable assets to be managed and upgraded through careful planning and investment. At the end of the year, the Parklands were in significantly improved condition. In June, the handing over by the Roads and Traffic Authority of the remaining compensation for the imposition of the Eastern Distributor allowed the landscaping of Moore Park West to begin.

Trustees Richard Cobden and Jenni Mack retired during the year after several years of generous and significant commitment to the Parklands. I welcome in their stead new Trustees Phillip Black and Sarah Whyte.

Since September 1999, Peter Duncan has brought excellent experience and the will to guide the Parklands' administration into the twenty-first century. On behalf of the Trust, I thank Peter and the tireless and talented staff who ensure the quality of the experience that the Parklands provide.

In the coming year the Trust will see the culmination of many of its plans. It will be a venue for international sporting and national cultural events. It will create better pedestrian and cycle ways to and through the Parklands, with defined corridor links with neighbouring areas. Most importantly, it will work to achieve a uniform high standard of public amenity across the entire Parklands.

Annette O'Neill
Chairman



Director's Report

This has been a busy and eventful year for the Centennial Park and Moore Park Trust. The Trust has undertaken significant preparations to enable the Centennial Parklands to meet the challenges of the new millennium and to host a number of major events.

By the time this report is published the Sydney 2000 Olympic and Paralympic Games will be over. To ensure the readiness of the Parklands for the Games, Trust staff implemented an accelerated asset maintenance program and brought forward marketing and community relations programs. These efforts contributed to creating a legacy that can only benefit the Parklands in the future.

Challenges during the year included ensuring the Trust's technological capacity to deal with potential Year 2000 problems and to adjust to the new Goods and Services Tax. A new computer system and information technology contract were introduced and will place the organisation in a good position to take advantage of future e-commerce and other technological developments, while also having a direct, beneficial impact on efficiencies in the day-to-day work of our staff.

Within the Parklands, the strategic asset improvement program continued. Restoration of the Duck Pond was completed, stormwater pollution devices were installed, and

progress was made with the Equestrian Centre and Golf Course improvement programs.

In addition to the work in the Parklands, the Trust has participated in research into the values and benefits provided by public open space. The Trust has linked with other Sydney park agencies and the University of Technology Sydney to establish joint market research into user needs and the community and health benefits provided by parks.

The opening of Fox Studios Australia and of the Hordern Pavilion and Royal Hall of Industries has expanded the diversity of facilities and leisure opportunities within the Parklands.

The Centennial Park and Moore Park Trust will continue to fulfil its obligations and commitment to this special space on behalf of the people of Sydney. I look forward to a future of involvement, innovation and improvement.

I thank the Trust's staff, the community, the *Friends*, the Community Consultative Committee and the Trustees for their support and enthusiasm. It is a privilege to lead the management team for Centennial Parklands.

Peter Duncan
Director



Summary of performance against Key Result Areas



Integrity of the Parklands

Strategy

- Manage the Centennial Parklands as a whole for planning purposes.
- Uphold the concept of urban open space as a public good.
- Promote the high value of urban open space among Centennial Parklands' stakeholders.
- Actively advocate alternatives to proposals for further losses of Centennial Parklands' open space.
- Actively advocate that any loss of Centennial Parklands' open space be fully balanced by open space gain to another part of the Parklands.

Result

Future

Moore Park

- Three hectares of parklands in Moore Park returned to the community for recreational use, cutting 1,000 car parking spaces.
- Increased number of people travelling to Moore Park by public transport.
- Stage Two of Moore Park East restoration completed in October 1999. Additional roads and infrastructure works completed in June 2000.
- Moore Park West make-over began in May 2000.
- Reduce car parking demand on Moore Park through increased public transport use by 2003.
- Continue upgrading of Moore Park, including finalisation of Moore Park West and East upgrades.
- Prepare a Master Plan for the Moore Park Golf Course precinct, including ES Marks Athletics Field and former Toll House.
- Return of County Road Reserve to the Trust as parklands as a condition of the Eastern Distributor Memorandum of Understanding.

Former Showground

- Hordern Pavilion and Royal Hall of Industries re-opened in September 1999, following a \$27 million refurbishment.
- Fox Studios Australia backlot and Bent Street commercial precinct opened in November 1999.
- Prepare a Plan of Management for Centennial Parklands incorporating the former showgrounds.

Strategic planning

- Stage One of a Visitor Management study identified priorities for six different precincts within the overall Parklands.
- Progress Visitor Management Strategy, to create a Service Strategy.

Advocacy

- Parklands staff commented on the impacts of a range of development applications on the boundary of the Parklands as part of an active public advocacy role protecting the Parklands from external impacts.
- Ongoing review of, and comment on, local development proposals.

Heritage

- NSW Heritage Council listed Centennial Parklands on the New South Wales Heritage Register in March 2000.
- Began preparing a Conservation Management Plan. The Plan will include a register of all significant natural and built assets.
- Completed heritage studies for the Golf Course Club House and former Toll House at Moore Park.
- Develop Conservation Management Plan and list of heritage items, involving community consultation.





Co-operative positioning

Strategy

- Seek co-operation of appropriate authorities to:
 - achieve flexible arrangements consistent with a whole-of-Parklands planning concept for the future use of major sporting facilities both within and external to Centennial Parklands' boundaries
 - improve traffic flow, parking and public transport access to the Centennial Parklands
 - link Centennial Parklands with nearby heritage sites and precincts.
- Seek co-operation of key stakeholders — including Tourism NSW, Heritage Commission, urban planning authorities, other Government and semi-Government authorities, local Councils, visitor and interest groups — to position the Centennial Parklands.

Result

Co-operative precinct management

- New Traffic Management Plan for events in Moore Park and improved destination signage as a result of negotiations with the Roads and Traffic Authority and local councils.
- New regular bus services to Moore Park introduced in November 1999 as part of collaborative efforts with other venues and the Department of Transport.
- Continued active partnership in Major Events Co-ordination Unit for management of the Moore Park event precinct.

Information sharing

- Involved the community in assessment of Tree Master Plan. The Trust's Community Consultative Committee considered a variety of visitor service issues. The Trust's Sports Council made a number of recommendations for more effective management of sporting facilities.
- Five million dollars worth of positive coverage of Trust activities and key initiatives as a result of effective media management.

Use as Olympic venue

- Signed Memorandum of Understanding with the Olympic Coordination Authority, for the use of the Parklands for the Sydney 2000 Olympic and Paralympic Games. The agreement ensures successful implementation of Olympic events on Trust lands and protection of park assets.

Public and private sector collaboration

- Collaboration with the private sector led to a volunteering project with Westpac to re-generate part of Centennial Park.
- Active membership base maintained for the *Friends of the Parklands* program, with increased opportunities for participation in activities and workshops.

Industry partnerships

- Began a research project into the benefits of open space in collaboration with members of the Sydney Urban Parks and Education Research (SUPER) group.
- Hosted the Annual Strategic Business Partners meeting, and presented a paper on precinct approaches to planning at the group's Best Practice Conference in Brisbane.

Compliance

- Monthly licence review process ensured all Trust licensees complied with values and standards set out in their licences.
- Monitored compliance with construction and licence conditions for the Eastern Distributor, ensuring that the project met Trust requirements.
- Drafted 22 licences for events to ensure compliance with strict requirements governing issues such as noise, waste and traffic management.
- Provided input into the Landscape Plan for the Supacentre Car Park.

Future

- Collaboration with Moore Park venues and transport providers to increase public transport use.
- Study of transport access and parking for Centennial Parklands.
- Investigate feasibility of providing purpose-built car park and construct if appropriate.

- Community consultations on issues including dogs in Centennial Parklands, landscaping proposal for Moore Park East and Golf Course Master Plan.
- Community Consultative Committee to consider issues including playground equipment, disabled access and a community feedback process.
- Restructure sports users feedback mechanisms.
- Introduce new complaints and incident management system.
- Develop model process for communicating capital works projects to the community.
- Review and upgrade key promotional collateral to improve access and timeliness of information.

- Successful involvement in Sydney 2000 Olympic and Paralympic Games as a venue and effective management of associated impacts.

- Trust staff and the Community Consultative Committee to develop volunteers policy.
- Expand the *Friends of the Parklands* to achieve a 10 per cent increase in membership in 2000–01.
- The Trust's Marketing Strategy will identify collaborative marketing opportunities and optimise its unique position as an agency.

- Participate in SUPER group and partner in future research projects.

- Compliance of licensees in meeting agreed standards will continue to be monitored and evaluated.
- Finalise permanent licence for the Eastern Distributor.
- Monitor construction compliance of the Supacentre Car Park development and implement operating licence on completion of construction.



Living heritage

Strategy

- Conserve and enhance the significant natural and cultural heritage of the Centennial Parklands, optimising opportunities for ecological sustainability.
- Ensure that facilities in the Centennial Parklands for Olympic events in 2000, and the Centenary of Federation in 2001, will enhance the future natural and cultural heritage of the Centennial Parklands.
- Improve the quality of water in the Centennial Parklands pond system using a catchment management approach.
- Regulate users of the park which cause significant environmental or heritage site damage.

Result

Future

Water catchment management

- Stage Four of the \$6.5 million Ponds Restoration Program was completed, significantly improving water quality, and habitats.
- Projects funded by the Environment Protection Authority's Stormwater Trust were delivered.
- Commented on local council's stormwater management plans to address potential impacts on the Parklands.
- Commenced comprehensive manual for ongoing management of ponds.

- Deliver next stage of Ponds Restoration Program, involving the upgrade of Busby and Randwick ponds.
- Finalisation of maintenance management manual for ponds.

Flora and fauna management

- Turtle survey conducted as part of fauna research.
- Removed 727 kg carp from ponds.
- Rabbits and ibis continued to present management challenges.
- Area of Parkland affected by noxious weeds reduced by 50 per cent since the eradication program began in 1995–96.

- Complete fauna inventory and progress to fauna management plan.
- Review pest management strategies.

Planting, landscaping and horticulture

- Finalised Centennial Parklands' first Tree Master Plan, providing a strategic framework for decisions about tree planting and landscaping.
- Began work on five-year planting program for the Parklands, based on the recommendations of the Tree Master Plan.
- Began major plantings and refurbishment of playing fields in Moore Park following the Eastern Distributor.
- No major horticultural exhibits were undertaken due to budgetary constraints.

- Implement a planting program consistent with priorities in the Tree Master Plan.
- Commence Queens Park planting program.
- Complete Moore Park West restoration.
- Develop horticulture exhibits for Sydney 2000 Olympic Games and Centenary of Federation.
- Develop horticulture master plan for the formal lawn and Frog Hollow precinct in Centennial Park.

Centenary of Federation projects

- Commenced major program to celebrate the Centenary of Federation, supported by \$10 million from Commonwealth Government Federation Fund. Detailed planning completed on three projects: restoration of Federation Valley; replanting of Parkes Drive; and the re-establishment of Old Grand Drive.

- Timely delivery of Centenary of Federation capital projects.



Right of access

Strategy

- Manage demand and reduce conflicts of use in the Centennial Parklands; where appropriate, relocate some activities.
- Increase visitor safety and visitors' perceptions of safety.
- Remove exclusive use arrangements and introduce multi-use of and equitable access to open space and facilities.
- Enhance links and access points between parts of the Centennial Parklands.
- Foster equity of access through information provision and consultation.

Result

Future

Access and safety

- Implemented a range of access and safety improvements in Moore Park and Centennial Park including: improved lighting, new pedestrian crossings, additional disabled parking spaces and safety features at the Equestrian Centre.
- Complete access audits for Moore Park and Queens Park and implement improvements in stages.

Signage

- Commissioned a prototype way-finding system to help visitors locate key features.
- Implemented a significantly improved temporary signage system for events to assist with way-finding and crowd management.
- Implement way-finding system and develop signage strategy in line with corporate identity standards.

Expanded facilities

- Constructed more than 3.2 kilometres of cycleway in Moore Park, linking the Parklands with the regional cycleway network. Provided improved walkways and pedestrian facilities in Moore Park as part of restoration works.
- Complete Moore Park cycleway network.

Fees and charges

- Completed a fees and charges review in February 2000, setting pricing guidelines within the context of access to open space and future sustainability.
- Annual reviews of fees and charges.

Permissive occupancies

- A Memorandum of Understanding was established with Sydney Boys High School regarding the use of McKay Playing Fields.
- Further develop Memorandum of Understanding between the Trust and Sydney Boys High School for the use of McKay Fields to form a licence agreement.
- Evaluate options for improving Tay Reserve as a collaborative project with Randwick Council.

Asset management

- Continued to improve the delivery of maintenance services by reviewing standards and both in-house and external service providers' programs.
- Develop a five-year Strategic Asset Acquisition program.

Activity planning and assessment

- Developed an assessment process for capital works and events to ensure compliance with relevant planning legislation and to minimise impacts on natural assets.
- Began work on a Park Booking Management System to enable better management of activities to minimise conflicts of use.
- Implement Park Booking Management System.

Risk management

- Began development of an Emergency Management Manual and Security Risk Audit of the Parklands' facilities.
- Scoped open space risk management study with three other major open spaces organisations.
- Implement recommendations from the Emergency Management Plan and Security Risk Audit.
- Complete and implement open space risk management study.



 Cultural expression

Strategy

- Continue the Centennial Parklands' role as a symbol of the development of the nation and the city of Sydney.
- Promote cultural uses of the Centennial Parklands consistent with their natural and cultural values past, present and future.
- Promote a broad spectrum of cultural activities in the Centennial Parklands consistent with the whole-of-Parklands strategy, including active sports, social pursuits and arts-based activities.

Result

Future

Centenary of Federation celebrations

- Cultural program adopted in May 2000 as the basis for Trust activities celebrating the Centenary of Federation. Includes re-establishing an outdoor art exhibition in Centennial Park and staging a multicultural festival. Interpretive works will also be installed in Federation Valley and Parkes Drive.
 - Significant progress made on negotiations and planning for the staging of the 'Centennial Ceremony' in Centennial Park on 1 January 2001.
- Proceed to final planning, delivery and measurement phase of the Centenary of Federation cultural program.
 - Finalise a Memorandum of Understanding for Centenary of Federation activity in Centennial Park and assist with successful delivery of this event.

Cultural events and recreation

- More than 170,000 people attended over 27 events covering 11 different categories.
 - Continued detailed planning and preparation of a licence agreement in preparation for *Hemispheres*, part of the Olympic Arts Festival.
 - Approximately 60,000 people used Trust sporting fields for structured sport and more than 15,000 people were registered to use areas of the Parklands for unstructured activities such as picnics.
 - The significance of Olympic and Federations events in the Parklands in 2000 and 2001 has negated plans to stage another major turn-of-the-century open space event in the Parklands at this time.
- Host a planned 38 events during 2000-01, including *Hemispheres* and the return of *Big Bold and Brassy* and *Moonlight Cinema*, and *Alegria* by Cirque du Soleil.
 - Increase the number of sporting fields, including the Parklands' first AFL training field.

Education and interpretation programs

- More than 6,500 people attended ranger-guided *Escape & Explore* activities. The Guided Walks program expanded by 130 per cent and the Education program by 20 per cent.
 - Adopted interpretive strategy for celebrating the Centenary of Federation in the Parklands.
- Establish information and interpretation centre.
 - Prepare an interpretive plan for the landscape and cultural heritage values of the Parklands.

Adaptive re-use

- Completed restoration of old tram shed in Moore Park East to be used for event management.
- Investigate alternative uses for Ranger residences in Centennial Park.
 - Undertake a feasibility study for adaptive re-use of the Rotunda in Moore Park West.



Business viability

Strategy

- Ensure financial management and resource allocation accords with Government policy and best practice in urban park management.
- Monitor the organisational performance of the Trust in key areas and report on achievements.
- Attract, develop, equip and retain a skilled workforce with the capacity to support Trust objectives.
- Continuously improve management, administrative and information systems within the Trust.
- Ensure service providers add value to the Trust Management and deliver services and facilities that support Trust objectives.
- Optimise Centennial Parklands' business ventures.
- Establish and maintain a governance structure which enables the Trust to fulfil its charter.

Result

Corporate and financial services

- Entered Co-operative Agreement for joint information technology between the Visitor Services Agencies (Royal Botanic Gardens, Art Gallery of NSW and Tourism NSW). Examined options for future collaboration on human resources and financial services.
- Conducted review of procurement practices in conjunction with Visitor Services Agencies with a view to strengthening the buying power of the combined agencies.
- Successfully implemented Goods and Services Tax plan, covering computer and accounting systems, education and staff awareness to ensure compliance with Treasury and Australian Taxation Office compliance procedures.

Future

- Development of a shared Corporate Services Unit with two other Visitor Services Agencies (Royal Botanic Gardens and Tourism NSW) and Co-operative Agreements covering human resources and financial services.

Business ventures and marketing

- More than 70 per cent of operating expenditure was self-generated through leases and licences and marketing of products and services.
- Installed pay parking system at Driver Avenue, Moore Park in June 2000 strengthening the revenue base and providing alternatives to on-grass parking.
- Management review of the Equestrian Centre successfully executed, improving financial sustainability of the Centre.
- Implemented \$150,000 Golf Course Improvement Program, resulting in improved chipping green, paths and drainage and planting works.
- Development of Marketing Strategy delayed because of staffing changes in the Marketing and Community Relations Division. Project brief was adopted in June 2000 and consultant appointed to facilitate development of the Plan.

- Traffic management feasibility study.
- Golf Course precinct Master Plan.
- Development of Marketing Strategy and associated identification of new business opportunities and revenue streams.

Information systems

- Implemented virtual multi-agency network with three other Visitor Services Agencies to enable efficiencies, technology enhancements and a platform for shared corporate services.
- A successful Year 2000 analysis project and rectification plan ensured information technology systems met best practice standards.
- Conducted study into joint e-commerce portal to allow consumers and businesses to purchase products and services on-line from Centennial Parklands and its Visitor Services Agencies partners.

- Implement new telephone system with voicemail and connection to ISDN line to enable expanded telecommunications capabilities.
- Repositioning of the Trust's information management and technology services, including new e-commerce ventures.
- Implement program and procedures for effective use of tree database.

Asset management

- Completed incremental cost analysis of the impact of precinct development and restoration of Moore Park on the Trust's operating budget.
- Completed five-year Strategic Asset Maintenance Plan for building and infrastructure assets.
- Began documentation on combined Moore Park/Queens Park grounds maintenance contract to ensure efficient delivery of services for restored Moore Park area.
- Completed software upgrade for Tree Database computerised management program.

- Finalise and award contract for combined Moore Park/Queens Park grounds maintenance contract.
- Implement asset management plans for buildings and infrastructure assets.
- Implement procedures and training for use of maintenance program and tree management software.

Workforce and organisational performance

- A corporate structure review evaluated best practice structures and future opportunities, particularly in relation to changes through sharing of corporate services across agencies.

- Finalise and implement organisational restructure report.
- Accommodation and workplace design evaluation and rectification plan.
- Participate in the Migrant Work Experience Scheme.



Financial summary

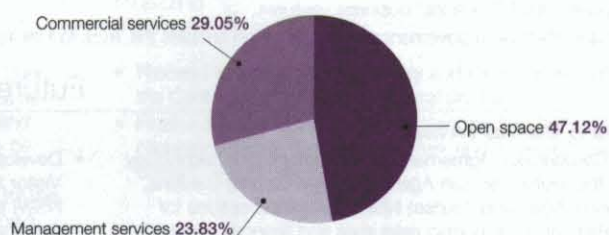
The Trust achieved

a sound financial position during the year in review.

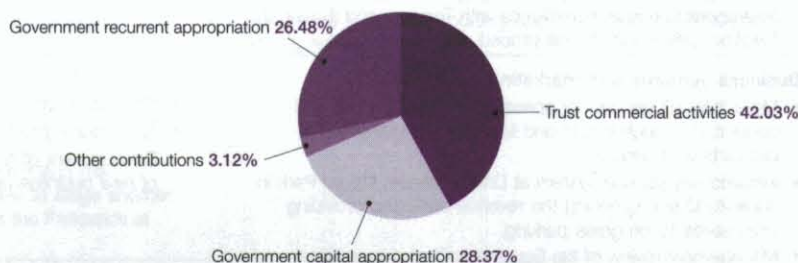
This position was supported by a Commonwealth Government Grant from the Federation Fund and by a compensation package from the Roads and Traffic Authority for works relating to the impact of the Eastern Distributor on Moore Park.

In addition, the Trust has continued its efforts to progressively decrease its reliance on the State's Consolidated Fund. To help achieve this goal, attention has been focused on further diversifying and increasing the Trust's revenue streams.

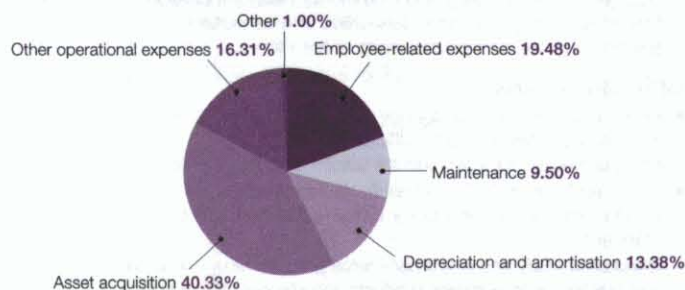
How our dollars were allocated



Where funds came from



Where funds were spent



Financial performance

	Budget 1999-2000 \$'000	Actual 1999-2000 \$'000
Total expenses	11,697	11,102
Total revenues	16,534	11,876
Net cost of services	(4,837)	(767)
Government contributions	5,242	5,831
Surplus	10,079	6,598
Total assets	435,652	521,742
Total liabilities	967	707
Total equity	434,685	521,035



About the Parklands

The area covered by Centennial Parklands today was once part of the Second Sydney Common, a water reserve and grazing area set aside by Governor Macquarie in 1811. Within the area is Lachlan Swamp, which was the colony's major water supply during the 1840s and 1850s. Water was transported from here to the city via the convict-built tunnel known as Busby's Bore.

By the 1860s, Sydney's rapidly growing population had outgrown this water supply. The western part of the Common was transferred to Sydney Council for the establishment of Moore Park. Named after Charles Moore, Mayor of Sydney from 1867 to 1869 — the period in which it was laid out and planted — Moore Park originally comprised 153 hectares of the north-western section of the Common.

In its time, Moore Park was home to Sydney's first zoo and a racecourse. Until 1997, it also housed the Royal Agricultural Society showground. The Council managed Moore Park until 1991, when it was handed over to the Trust.

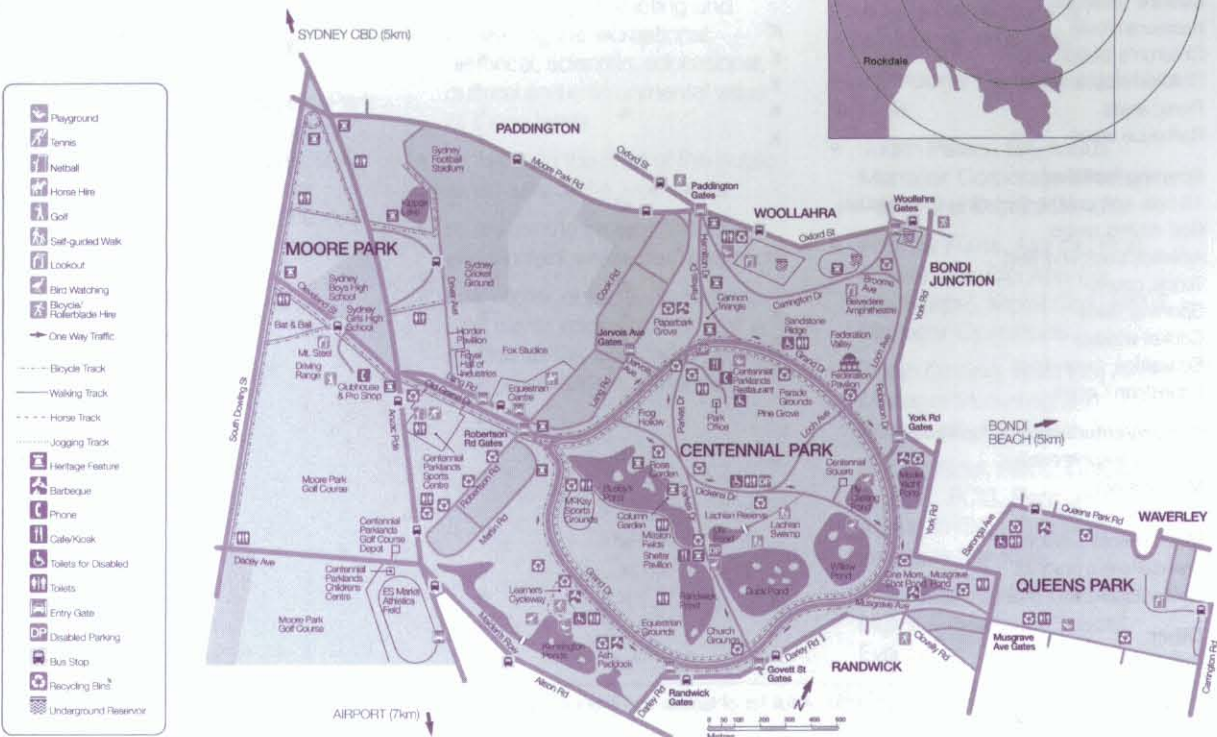
Public support also grew for the creation of a further park on the eastern section of the Common. It was Sir Henry Parkes, later to become known as the 'Father of Federation', who proposed to Parliament the notion of a park in the area that would be accessible to all people, regardless of wealth. His vision was to transform an area which had become unsightly and degraded into a region of loveliness and beauty.

This led to the creation of Centennial Park and Queens Park, which were formed under the *Centennial Celebrations Act 1887* to commemorate the 100th anniversary of the colony of Sydney. Under the direction of Charles Moore, Director of Sydney's Royal Botanic Gardens, hundreds of unemployed men were enlisted to turn swamp, scrub and rock into a picturesque Victorian park.

Dedicating Centennial Park to the people of New South Wales on 26 January 1888, Sir Henry Parkes said it was 'emphatically the people's park and you must always take as much interest in it as if by your own hands you had planted the flowers'.

In 1901, the Park played a key role in the birth of the modern nation when it was the site of the proclamation of the Federation of Australia. This site is now marked by the Federation Pavilion, built to celebrate these events as well as Australia's Bicentenary in 1988.

Since 1991 the Centennial Park and Moore Park Trust has been responsible for the coordinated management of the Parklands' three distinct, heritage-listed parks. This joint management approach provides an efficient and well-integrated approach to the preservation of a unique civic precinct. Progressively, efforts are being made to link the three parks by means of avenues, landscaped corridors, paths and vistas.



The parks within the Parklands

Centennial Park

This 220-hectare grand park in the European tradition features formal gardens, ponds, grand avenues, statues, heritage buildings and sporting fields. Centennial Park and its many attractions draw approximately three million visitors annually.

More than a century ago, Sydneysiders drove their carriages around the Park's Grand Drive to take in the air. Today, Centennial Park is a playground for walkers, joggers, roller-bladers and cyclists. It is also one of the few inner-city parks in the world to offer horse-riding facilities.

The Park is home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson Figs, Holm Oaks and Norfolk Island Pines.

It also has a restaurant and kiosk, a marquee site and, within the Trust's offices, a visitor's information point with a range of reference materials available.

Queens Park

Queens Park is a 25-hectare park set in a natural amphitheatre at the foot of dramatic sandstone cliffs, with panoramic views of the Sydney skyline. Originally established to commemorate the centenary of European settlement in 1888, from 1895 to 1899 it housed an 11-hole golf course established by the Australian Golf Club.

Today, the Park is mainly used for organised sports such as soccer, rugby, touch football and cricket, and as a children's playground. It draws more than a quarter of a million visitors each year.

Moore Park

The 118 hectares that make up Moore Park boast a range of recreation choices.

In addition to its generous open spaces and playing fields, the Park features the ES Marks Athletics Field, an 18-hole Moore Park Golf Course and Driving Range and the Parklands Tennis Centre. It is also used as a venue for circuses and other outdoor events. The Park is used by some 1.2 million people each year.

In 1998 the former Sydney Showground site was vested in the Trust, after the Royal Agricultural Society relocated to Homebush. Major facilities now operating on this site are:

- Fox Studios Australia's film studio and family entertainment complex (on lease from the Trust)
- the Royal Hall of Industries and Hordern Pavilion (licensed to Playbill Venue Management)
- the Centennial Parklands Equestrian Centre (managed by the Trust).

Centennial Parklands facilities and businesses

	Centennial Park	Moore Park	Queens Park
Leisure facilities			
Restaurant/café	x*		
Children's playgrounds	x		x
Children's cycle track	x		
Picnic areas	x	x	x
Barbecue areas	x		x
Sporting facilities			
18-hole golf course (including Club House)		x*	
Golf driving range		x*	
Athletics track and field		x	
Tennis courts		x*	
Sporting fields	x	x	x
Cricket wickets	x	x	x
Equestrian grounds	x		
Equestrian Centre		x	
Cultural/entertainment facilities			
Outdoor amphitheatre	x		
Marquee site	x		
Functions pavilion		x	
Major events pavilions		x*	
Entertainment precinct		x	
Photographic and filming locations	x	x	x
Other			
Childcare centre		x*	

* Run under lease or licence on Trust lands. A full list of leases and licences can be found on page 52 (Appendix 16).



About the Trust

Legislative framework

Centennial Parklands are managed by the Centennial Park and Moore Park Trust, a statutory body established under the *Centennial Park and Moore Park Trust Act 1983*.

The Trust comprises eight Trustees. Seven are appointed by the Governor upon recommendation of the responsible Minister for up to four years. One is appointed for a one-year term on the recommendation of the Trust's Community Consultative Committee (CCC). This year, one position remained vacant.

Members

Trustees during 1999–2000 were:

Annette O'Neill (Chairman)

Phillip Black (CCC representative from March 2000)

Richard Cobden (until December 1999)

Jill Hickson

Jenni Mack (CCC representative until November 1999)

Michael Marx AM

John Walker

Sarah Whyte (appointed May 2000)

Bob Wilson.

Trustee details are at Appendix 1.

Responsibilities

The Centennial Park and Moore Park Trust lies within the portfolio of the Premier of NSW. The Trustees are responsible for overseeing the management and policy direction of the organisation. The Trust meets monthly to consider major procedural and policy matters on advice from management.



Objectives

The Trust's objectives are:

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

Management

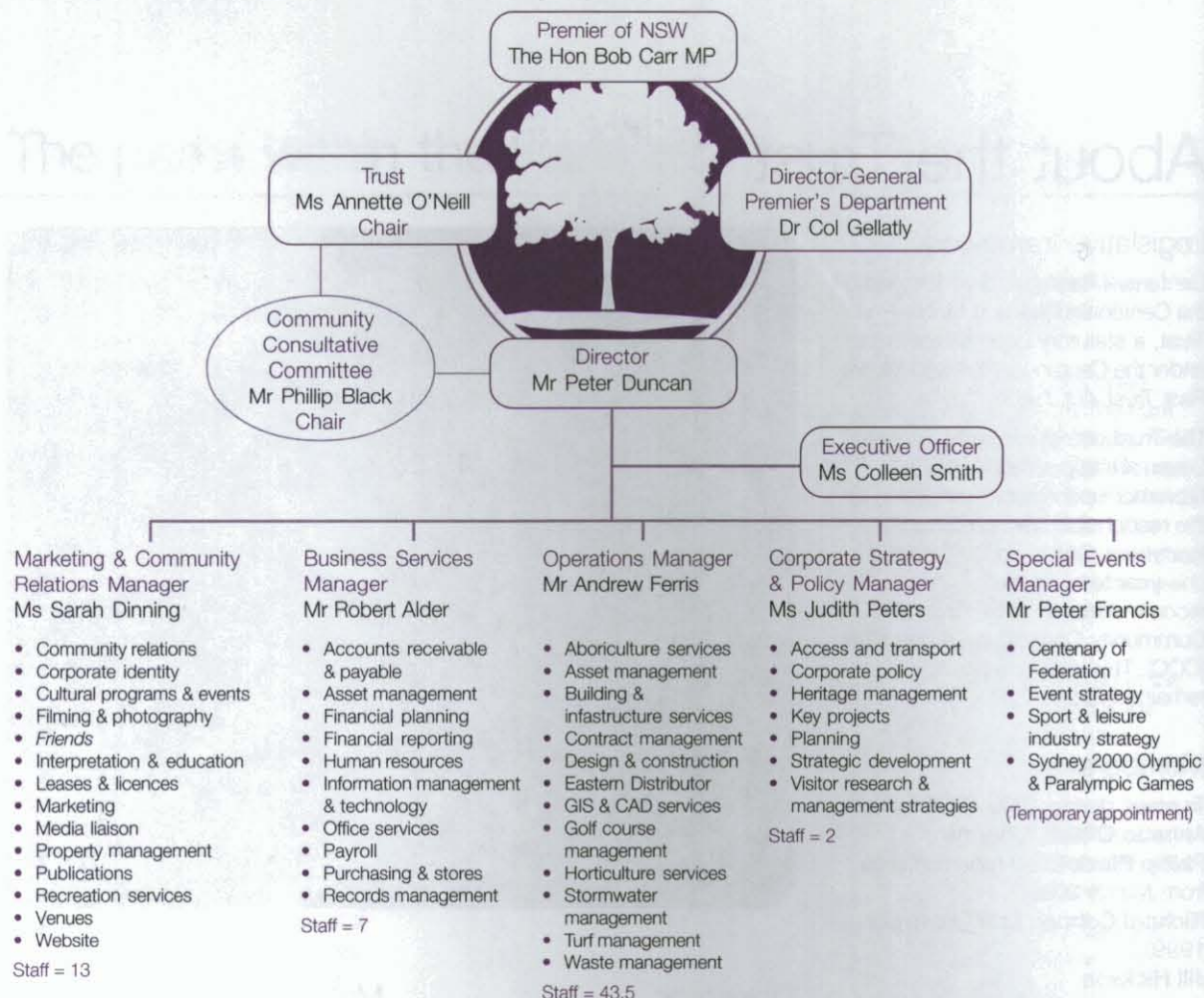
The Trust's Director, Peter Duncan, is responsible for the administration and management of the Trust lands. He reports to the Trust on the management of the Parklands and to the Director-General of the Premier's Department on administrative matters.

Five Divisional Managers assist him in this role:

- Judith Peters, BA, MBus — Manager Corporate Strategy and Policy and Deputy Director
- Andrew Ferris, Ass Dip Hort (Parks), Ass Dip App Sc (landscape), Mgmt Cert, MFLA — Manager Operations
- Sarah Dinning, BSc, BA, AIMM — Manager Marketing and Community Relations
- Robert Alder, BBus, DipCM, ASCPA, FCIS, Registered Tax Agent, FRSA — Manager Business Services
- Peter Francis, BA, Grad Dip Mgmt — Manager Special Events.

At 30 June 2000 there were 63 people on the Trust staff.





The work of the Trust

The following six Key Result Areas form the basis of our planning:

- Integrity of the Parklands
- Co-operative Positioning
- Living Heritage
- Right of Access
- Cultural Expression
- Business Viability.

This report describes activities and measures performance during the year in relation to our principles and key result areas. The Trust is required under its legislation to develop a Plan of Management that provides a framework for day-to-day and long-term decision-making. The Plan establishes directions for planning, resource management, maintenance, public access and use of the Parklands. The first five of the above key result areas are identified in the most recent Plan of Management, published in 1998. Since then, the key result area of business viability has been incorporated into our planning.



Trustees (l to r): Michael Marx, Phillip Black, Annette O'Neill, John Walker, Sarah Whyte, Bob Wilson and Jill Hickson.



About our visitors

The Trust conducts extensive visitor surveys every three years. The last major survey was completed by AC Nielsen in July 1999. It comprised two phases: telephone survey of the Greater Sydney area (including visitors and non-visitors by random selection) and a visitor survey in the Parklands themselves.

Selected data from the surveys are included in each year's annual report.



Proportion of visitors who:	Centennial Park	Moore Park	Queens Park
live within the traditional catchment area (within a 5 km radius)	61%	61%	79%
travelled to the Parklands by:			
car	74%		
public transport	10%		
walking	10%		
most often visited the Parklands for:			
walking	55%		
car parking	37%		
relaxing, reading or sunbathing	22%		
played the following sports:			
cricket	12%	45%	20%
football	37%	17%	72%
basketball		15%	
some other sport	44%		10%
use the following facilities:			
open spaces / grassed areas	57%		
toilets	45%		
car parking	40%		
walking track	40%		
stay for 1 hour or less each visit	29%		
visit the Parklands once a year or less	75%		
visit the Parklands fortnightly or more	6%		
Facilities which were rated as satisfactory or very satisfactory by at least 3 out of 4 respondents:			
open space and grassed areas	87%		
walking track	86%		
jogging track	82%		
bicycle track	80%		
picnic facilities	78%		
sporting fields	77%		
car parking	76%		
Facilities which were rated as unsatisfactory or very unsatisfactory by more than 1 in 5 respondents:			
drinking fountains	29%		
rubbish bins/recycling facilities	21%		
toilets	21%		

(For longitudinal comparative data on some aspects of Park use, see also the Trust's 1998-99 annual report.)





Integrity of the Parklands

Moore Park upgrade

Significant progress has been made on the restoration and upgrade of Moore Park. By increasing available space for playing fields and improving pedestrian facilities, the Park is more accessible to its users and is further established as a place of significant recreational value.

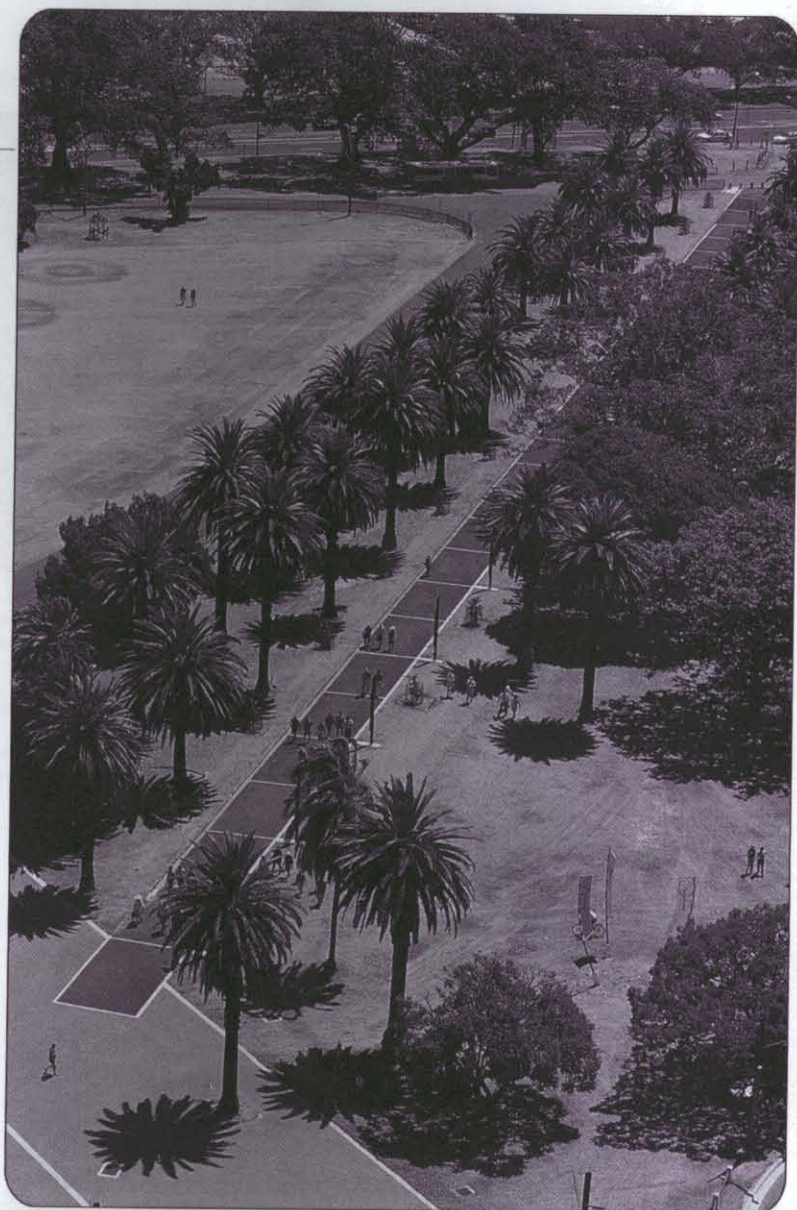
The \$12 million project is the first major refurbishment of Moore Park in over 130 years, and is being funded by the Roads and Traffic Authority under a compensation package for the impact of the Eastern Distributor on Moore Park. The upgrade focuses on both the eastern and western sections of the Park.

The Moore Park East improvement was near completion at the end of the reporting year. The upgrade of this area has focused on its role as a major access node, and further enhanced public transport, pedestrian and cycling facilities.

Gregory and Macarthur Avenues were converted, partly to parkland and partly to pedestrian pathways. Additional walking and cycle paths were constructed, as was a pedestrian crossing on Driver Avenue. We continued to facilitate public transport access by improving the lighting on Driver Avenue bus forecourt and bus roadways.

In Driver Avenue, we also reduced the speed limit to 40 km/h and constructed turning circles for use during events. The old ticket office building has been refurbished to include facilities for event management personnel and State Transit Authority bus drivers. Other new facilities in the area include: a new toilet block, banner poles, an information tower and bollards.

The refurbishment of Moore Park West began this year. Following the opening of the Eastern Distributor in December 1999, work began on restoring the Bat and Ball playing fields. This work includes converting part of the area into a 'Village Green' for community use, as well as restoring the cricket pitch.



The area of Moore Park West affected by the Eastern Distributor construction compound was handed back to the Trust in May 2000. Following a complete re-grading of the area, work began on returning 12 hectares to quality parkland, including three new cricket pitches, four new football fields and informal recreational areas. Over 200 significant parkland trees, including six different species of figs and two pine species, are being planted to establish groves and to provide enclosure and shade.

The Trust has worked solidly towards reducing the amount of open space used for on-grass car parking in Moore Park. Over three

By increasing available space for playing fields and improving pedestrian facilities, the Park is more accessible to its users and is further established as a place of significant recreational value.

hectares formerly used for car parking in the Moore Park West and the Bat and Ball area are no longer available for parking and are fully used for recreation.

To further reduce the demand for on-grass parking, we have installed a pay parking system on Driver Avenue. This provides off-grass parking for sporting users and small events. The conversion of this road from no parking to metered parking has the added bonus of improving safety for both drivers and pedestrians by reducing the width of the roadway and increasing the presence of people.

Former Sydney Showground

In September 1999, following a \$27 million refurbishment, the Hordern Pavilion and Royal Hall of Industries were re-opened by the Premier, Mr Bob Carr. Both buildings were handed over to the Trust in 1997 on the basis that they were to be preserved as entertainment venues for public use.

The upgrade involved improving the staging, ventilation, rigging and acoustics of both buildings, transforming them into state-of-the-art venues able to cater for a range of activities. As the two buildings are of exceptional heritage significance, great care was taken to preserve their feel and character by maintaining their original external colour schemes and facades.

Fox Studios Australia backlot, Bent St commercial precinct and film studios opened on 7 November 1999. Fox Studios leases its lands from the Trust and has been operating successfully within the precinct.

Performance indicators

Size of Parklands (hectares)

1998-99	Target 1999-2000	Actual 1999-2000	Target 2000-01
385.43	385.43	385.43	385.43

Visitation figures (millions)

Estimate 1996-97	Estimate 1997-98	Estimate 1998-99	Estimate 1999-2000	Target 2000-01
5.46	5.1	5.1	5.1	5.1

Heritage listing

In March 2000, Centennial Parklands was listed on the NSW State Heritage Register. The Register is a recent initiative of the NSW Heritage Council which aims to provide a comprehensive list of the State's most important historic sites and objects.

Having called for public input on the proposed listing, the Heritage Council received overwhelming community support for this level of recognition and protection, with more than 400 community submissions supporting the listing.

The listing formally acknowledges the Parklands' heritage significance and means that the Heritage Council, along with the South Sydney City Council, is the consent authority for proposed changes to the Parklands.

In response to the listing, the Trust began work on developing a Conservation Management Plan that will guide it in managing its heritage assets. The Plan will provide a methodology for managing heritage features and identify appropriate approval processes for works with potential impact on significant assets. Once endorsed by the Heritage Office, the Plan will allow us to undertake some work without seeking additional approvals.

The Trust also completed heritage studies for the Moore Park Golf Club House and the Old Toll House during the reporting year.

Visitor Management Strategy

We completed the first stage of the Trust's Visitor Management Strategy, which has helped us to assess how our visitors use the parks and how each precinct functions within the Parklands. By developing a Precinct Management Approach and Precinct Position Statements for the Parklands, we hope to ascertain whether each precinct's activity is consistent with visitor demand. Once gathered, the results will guide future service planning and asset plans for the Parklands.

Subsequent stages will include strategy and policy development in the following areas: service delivery; access; asset improvement and amenities; interpretation; conservation management and appropriate use.





Co-operative positioning

Collaborative precinct management

We have continued our active partnership in the Major Events Co-ordination Unit, an organising body that oversees integrated management of events in the Moore Park precinct. The Unit also includes members from the Sydney Cricket Ground and Sports Ground Trust, Fox Studios Australia, the Roads and Traffic Authority and the State Transit Authority. Taking a coordinated approach also minimises disruption to surrounding areas and ensures that planning for events meets Trust standards.

Encouraging visitors to use public transport is an ongoing commitment of the Parklands. This year we have been working with the Major Events Co-ordination Unit to emphasise the public transport message and maximise opportunities for public transport services. The campaign has involved publicising bus services to the Moore Park area through media releases and publications, including a Public Transport Guide to Moore Park. All event-related publicity is also required to publicise public transport information.

During the period, we also worked with our precinct partners to improve the management of vehicles and find alternatives to on-grass parking. A new regular bus service was introduced, running from major city stations to the Moore Park bus station and providing improved access to Moore Park venues. The 339 City to Clovelly service was expanded to run every 15 minutes on weekdays and every 20 minutes on weekends from all major city rail stations, including Central, Town Hall and Wynyard.

Use as an Olympic venue

Centennial Parklands are the venue for the Sydney 2000 Olympic and Paralympic Road Cycling events, and form part of the marathon course. The Parklands are also a

major access node for Football events being staged at the Sydney Football Stadium.

In the lead-up to the Games, the Trust worked closely with the Olympic Co-ordination Authority (OCA) and the Sydney Organising Committee for the Olympic Games to assist in planning for these events. Over the year we have devoted significant amounts of time and resources to assessing the potential impact of the Games on the Parklands with the goal of protecting their integrity, minimising disruptions to users and realising potential opportunities.

In December 1999, the Trust successfully negotiated a Memorandum of Understanding with the OCA for the use of the Parklands for the Sydney 2000 Games.

The main objectives of the Memorandum of Understanding were to: facilitate the staging of Olympic events; minimise disruption to Parklands users; comply with relevant heritage laws; ensure the protection of the environment; and offer an event of cultural and national significance to visitors during the Olympic period.

The Parklands are a unique Olympic venue. While they are unticketed, they are recognised as a spectator zone for the cycling events, and will have a range of spectator services as a result. Part of our Olympic preparations this year involved liaising with Games organisers on plans to install these services, including temporary Olympic merchandising outlets, food stalls, a video screen, public address system and other related items.



A collaborative project with Westpac is providing a unique opportunity for volunteers to become involved in regenerating the Parklands.

To strengthen our planning efforts for the Games, we appointed a Special Events Manager in May 2000 to oversee the professional delivery of services and project manage the interdisciplinary tasks across the organisation. The Special Events Manager will also perform this function for the Centenary of Federation events.

A number of meetings were held during the year to brief the community on the impact of the Olympics on the Parklands. This included a briefing for local businesses in January 2000 and an information evening for precinct and local resident groups in April 2000.

Private sector collaboration

A collaborative project with Westpac is providing a unique opportunity for volunteers to become involved in regenerating the Parklands. The aim of the project is to renew the Guriwal Bushtucker Trail, originally constructed by the Guriwal Aboriginal Corporation under a Department of Education Employment and Training Youth Affairs grant.

Stage one of the project commenced in March 2000, with 13



Westpac volunteers spending a day removing large amounts of weeds and undergrowth. This has been followed up with other sessions focusing on marking out the path and regenerating native species. As well as providing volunteer labour, Westpac also contributed funding for mulch and regenerating tools. The volunteers will continue this important work throughout 2000.

Using wooden interpretive poles created by the Guriwal Trainees, the trail will inform visitors about bushtucker food sources, including wattle and *Banksia*, which were used by indigenous Australians.

Industry partnerships

This year we took part in a research project on the benefits of open space, commissioned by the Sydney Urban Parks and Education Research (SUPER) group. The Trust is a founding member of this group, which comprises the Royal Botanic Gardens, Parramatta Park, Bicentennial Park, the National Parks and Wildlife Metropolitan Regional Parks Unit and the University of Technology, Sydney. The open space study involves analysing the cost-benefits of open space, looking at issues such as improved health, socialisation and benefits to children. In the context of government and strategic planning, the research is examining how open space benefits the wider community.

Our interest in best practice saw us hosting the annual Strategic Partners meeting which included representatives from New South Wales, the Australian Capital Territory, Victoria, South Australia and Queensland. The Strategic Partners Group is mainly focused on actively sharing knowledge of World's Best Practice. The common goal among its members is to provide the community with an excellent standard of parks, recreational areas and environmental settings. In September 1999 the Trust presented a paper at the Strategic Partners Best Practice Conference in Brisbane. The paper covered the Trust's precinct approach to planning and service delivery.

Involving the community

Providing opportunities for community involvement in decisions continues to be a key priority for the Trust. The Community Consultative Committee is set up to do just this.

The Community Consultative Committee met eight times during the reporting year, discussing matters of community concern and items raised by the Trust requiring community input. Input from the Committee to the Trust addressed issues such as:

- the restoration of Moore Park
- the Parklands heritage listing and Conservation Management Plan
- children's playgrounds
- the needs of Parklands sports users
- the impact of developments within and surrounding the Parklands
- Centenary of Federation and Olympic events
- the Tree Master Plan
- the draft Dog Policy.

The Centennial Parklands Sports Council met twice during the year as a forum for information exchange with sporting users. Following feedback from this group and the Community Consultative Committee, feedback mechanisms for sporting users are being re-evaluated.

The Trust also held a number of specific consultations during the year. This included community consultations on the draft Tree Master Plan in late 1999 and a review of the Centennial Parklands Dog Policy which began in March 2000. The Tree Master Plan drew more than 40 suggestions, covering

issues such as the need for shade, establishing stronger green links with surrounding areas and screening the built environment. More than half of these suggestions have been incorporated into the Plan. The Dog Policy consultation will run until August 2000, with a reference panel being established to consider the community comments and evaluate proposals.

Media management

The Trust is grateful for the cooperation and assistance it has received from the media in communicating information on the Parklands to the broader community. Media coverage is monitored using a system that values media coverage using advertising rates as a guide to the value of editorial space. During the year, the Community Relations team generated more than \$5 million of positive media coverage, which made up 93 per cent of all media coverage.

Friends of the Parklands

The *Friends of Centennial Parklands* experienced a 10 per cent growth in membership this year, raising the total to 240 members. The program seeks to celebrate and preserve the Parklands' heritage and culture by encouraging *Friends* to participate in activities and to stay informed on Parklands issues.

Four *Friends of Centennial Parklands* seasonal dinners were held over the year and *Friends* also continued to enjoy discounts on some major events that came to the Parklands, including Circus Oz, *Big Bold and Brassy*, and free tickets to Tunnel Walk 2.

Performance indicators

Percentage of positive media coverage

1995-96	1996-97	1997-98	1998-99	Target 1999-2000	Actual 1999-2000	Target 2000-01
62	67	82	90	80	93	80

Friends membership figures

	June 1998	June 1999	June 2000	Target June 2001
TOTAL	234	216	240	270





Living heritage

Tree Master Plan

Following community consultation (see Co-operative Positioning), the Trust finalised the development of the first Centennial Parklands Tree Master Plan. The purpose of this Plan is to provide a blueprint for protecting and enhancing tree assets throughout the Parklands.

The Plan received input from a steering committee, the community and specialist consultants and has taken into account both the economic and the aesthetic value of the Parklands' trees across the three distinct parks.

The Tree Master Plan acknowledges the importance of various tree species in defining the character, spaces and role of the Parklands and acknowledges the part they play in enhancing the recreational, aesthetic and cultural value of the Parklands.

The Tree Master Plan sets out principles and strategies for the conservation of the existing tree population and a framework for the sensitive integration of new trees into the historic fabric of the Parklands. Many of the trees in the Parklands are more than 100 years old, and the Plan identified the need for sequential replacement plantings to avoid any future absence of mature trees.

Accordingly, work began on progressing the Tree Master Plan to form the basis of a five-year planting plan.

During the year, we planted a total of 1,277 trees. Most of this planting was in Moore Park, and was designed to reinforce the Park's distinctive avenues.

Pond environments

Improving our pond environments is an ongoing priority for the Trust and positive results have been seen in this area. Stage Three of the Trust's \$6.5 million Ponds Restoration Program was completed in January 2000, primarily involving restoration

Performance indicators

Comparison of trees planted to trees removed

	1997-98	1998-99	Target 1999-2000	Actual 1999-2000	Target 2000-01
Planted	110	118	1,491	1,277	1,050
Removed	73	164	100	154	123

Area of weeds treated (hectares)

	1999-2000	Target 2000/01
Noxious	28	35
Aquatic — Kensington Pond water hyacinth	3.3	3.3
Environmental — Bindii and Broadleaved turf weeds	46	46

Percentage of ponds at an acceptable water quality

1996-97	1997-98	1998-99	Target 1999-2000	1999-2000
10	15	30	38	40.6

The acceptable guideline for each parameter is defined by the ANZECC Guidelines.

of the Duck Pond adjacent to Parkes Drive.

The pond was drained and re-contoured, and pest, carp and weeds were removed to improve the pond's water and environment. Sandstone retaining walls were constructed and the pond's edges were reshaped and graded to include duck crossings, head walls and pathways. The overhaul involved substantial planting and landscaping, contributing to the wellbeing of the pond's inhabitants and to the pleasure of the Parklands' visitors.

We completed work on a stormwater gross pollutant trap (GPT) at the Model Yacht Pond, funded by a NSW Environment Protection Authority Stormwater Trust grant. A GPT was also installed at Musgrave Pond. The traps will remove 95 per cent of litter and pollutants down to the size of a matchstick.

A survey of turtles living in Centennial Park's ponds confirmed a booming population, estimated to be in the thousands. Recent fieldwork has positively identified four different species of turtles and another three are suspected to inhabit the Park.

Pest management

Feral rabbits and ibis, as well as foxes, cats and pigeons, continue to pose a problem for the Parklands, causing

damage to the flora and competing with other fauna for food. The Trust is currently working towards an integrated animal pest management program and has undertaken some control techniques in accordance with National Parks and Wildlife Service legislation. So far we have had limited success in controlling numbers of rabbits and ibis.

We are having continued success with reducing the number of European carp from our ponds. The carp are destructive to the pond ecosystem and are being replaced with native bass. This year we removed 181 carp, weighing a total of 727 kilograms, using electro-fishing techniques under licence from NSW fisheries. The carp are recycled into fertiliser.

Since the implementation of a noxious weed eradication program in 1995-96, affected parkland areas have been reduced by 50 per cent. The weeds we have been targeting this year are lantana, water hyacinths, castor oil plant, pampas, cestrum and asthma plant. Our approach has included physical removal, spraying, mulching and cut and paint techniques.

Federation capital works

The Trust has received a \$10 million grant from the Commonwealth Government Federation Fund for three capital projects designed to



add to the beauty, grace and sense of history in the Parklands.

The Trust's principal capital project is the reinstatement of Old Grand Drive, to be known as 'Federation Drive'. This \$7.9 million project will physically link Moore Park and Centennial Park, completing the grand formal entrance that was a key component of the original vision for Centennial Park. A ceremonial entrance and plaza opposite Anzac Parade will be built as part of this project.

The reinstated Drive will be the domain of pedestrians and cyclists. It will be closed to vehicles except during ceremonial functions.

This project focuses on integrating the Parklands. As such, another key component is the development of a shared crossing at the Robertson Road gates. Vehicles, pedestrians, cyclists and horse riders will have equal rights within this zone. It will bring Centennial Park out to meet Moore Park in an urban space

complementing the formal Parkland gates. Work started on the new exit road in October 1999 and we aim to complete it in time for the Olympic marathon event in September 2000.

The project also includes installing new seating and lighting, resurfacing the road, major landscaping and tree planting.

The second project is a \$1.6 million refurbishment of Federation Valley, the place where the Federation of Australia was declared. Work on the restoration started in January 2000, and the project will be completed by January 2001. The works include cleaning and restoring the Federation Pavilion and replacing the ceiling artworks. Significant attention is also being given to the Valley landscape. Work began on installing a new drainage system for the valley, an automatic irrigation system, turfing, over-seeding and planting of new trees. Plans were also developed for an interpretive piece to help communicate the importance

of the site and of the 1901 Federation ceremony.

Finally, to celebrate the many nationalities that make up Australia's multicultural society, the Trust is replanting Parkes Drive with the stately conifer *Agathis australis*, or Kauri pine. The Drive was once famous for its grand avenue of Canary Island Date Palms, which have succumbed to a *Fusarium* fungus. The strong tall trunks of the Kauri Pine will recreate the colonnade effect through the centre of the Park. One hundred and seventy pines will be planted in rows to form a spectacular colonnade. Alternate gaps have been left for a future planting of palms once the disease has been controlled or a resistant species of palms has been developed. Work has started on developing an interpretive feature to signify the dedication of the avenue to multicultural Australia and we are planning to begin planting in Autumn 2001.

Table of capital works

Project	Description	Budget (\$m)	Allocation 1999-2000 (\$m)	Spending 1999-2000 (\$m)	Completion date
Moore Park East Stage 2~	New roundabouts; lighting playing fields; irrigation	1.59	0.293	0.293	October 1999
Moore Park — roads	Removal of Gregory and Macarthur Avenues and Driver Avenue busway	1.82	0.204	0.204	June 2000
Moore Park — infrastructure	Bollards and street lighting	2.03	0.313	0.313	June 2000
Moore Park — Public amenities^	New toilet blocks in Moore Park East and West	0.323	0.646	0.646	December 2000
Moore Park West~	Landscaping; pathways; irrigation; bollards.	10.6	4.0	2.613	December 2000
Royal Hall of Industries and Hordern Pavilion	Restoration and upgrade of buildings and infrastructure	19.4	1.2	1.2	August 1999
Federation Drive+	Reinstatement of formal drive into Centennial Park	7.9	4.655	1.655	December 2001
Replanting of Parkes Drive+	Planting of 170 Kauri Pines and interpretive works	0.5	0.5	0.020	September 2001
Federation Valley+	Restoration of Federation Pavilion; landscaping; irrigation; interpretive works	1.6	0.935	0.935	December 2000
Model Yacht Pond Gross Pollutant Trap*	Installation of trap to improve water quality		0.15	0.15	December 1999
Stage 3 Pond Restoration Program	Improvement of Duck Pond	6.533	1.023	1.023	June 2000
Golf Course Improvements	Paths, drainage, furniture	0.528	0.157	0.236	June 2000
Landscaping and Tree planting	Tree supply and installation, Centennial and Moore Park	2.49	0.390	0.390	June 2000

~ Includes funds from the Roads and Traffic Authority

^ Funded by supplementary Treasury funding

+ Funded by Commonwealth Government Federation Fund

* Funded by NSW Environment Protection Authority Stormwater Trust





Right of access

Access and safety

Right of access and safety are key issues identified in the 1998 Centennial Parklands Plan of Management.

In a Traffic Study conducted in 1997, we identified a number of actions to reduce user and vehicle conflicts. Actions this year included improving lighting and installing a new pedestrian crossing on Driver Avenue to facilitate the safety of pedestrians moving between the Moore Park Bus Station and Fox Studios, the Hordern Pavilion and Royal Hall of Industries. Another outcome was the installation of a pedestrian crossing at the intersection of Parkes and Dickens Drives within Centennial Park. Improvements were also made to pedestrian and horse access at the Robertson Road entry gates.

The Centennial Park Access Audit For People with Disabilities, conducted by the Australian Quadraplegic Association in 1996, continues to outline actions for improving access to the Parklands. This year, these actions included imposing parking restrictions around Centennial Parklands Restaurant to assist with traffic flow and pedestrian safety, as well as increasing disabled parking spaces in this area. Additional disabled parking spaces were also installed at the Duck Pond to facilitate access for the aged and people with a disability in this popular area of Centennial Park.

At the Equestrian Centre, mesh fencing and rubber padding on the walls of the lunging arena were provided and a non-slip, free-draining synthetic surface was installed in the outdoor arenas. The completion of these safety features was recommended in an Equestrian Centre report conducted this year.

Activity planning and assessment

The Trust has developed a streamlined assessment process for events and capital works to ensure

they comply with local planning guidelines and the *Environmental Assessment and Planning Act 1979*. It is our goal to protect the amenity of the Parklands and minimise impacts on park assets and visitors by using the Guidelines to assess every proposed event or development.

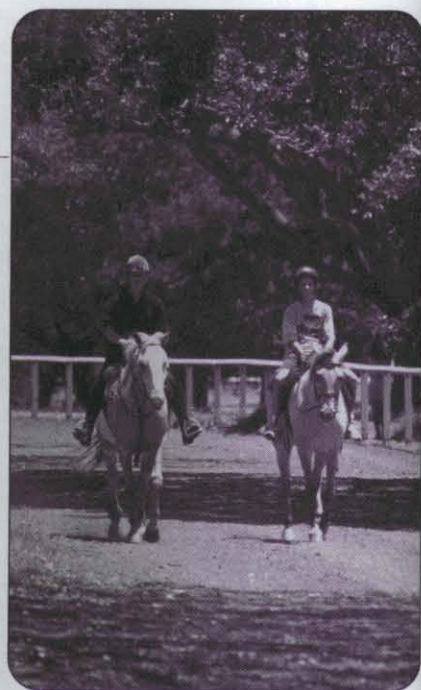
With this process we aim to:

- explain the legal requirements for assessing the environmental impact of development and activities on the Parklands
- provide a clear description of actions necessary to satisfy the legal requirements
- provide the standard forms for undertaking environmental impact assessment and thus ensuring compliance with relevant planning and associated legislation.

Changes to the legislation regulating noise have required organisations such as councils and State Government organisations to develop guidelines with the Environment Protection Authority (EPA) to protect the environment from sound disruption. We are the first State Government organisation to develop guidelines protecting the environment from sound and our guidelines will be used as a model for other similar organisations, such as the Royal Botanic Gardens.

Improved signage

New precinct signs have been erected at major arterial roads leading to the Parklands and other key venues to help visitors locate the precinct's key recreational venues, including Fox Studios Australia and the Sydney Cricket Ground. Having addressed the issue of signs directing visitors to the Parklands, we are now focusing on signs within the Parklands. During the year a prototype 'way-finding' system was developed, which will lead to the introduction of new signs that help visitors find key features and



Efforts to improve access to the Parklands included improved lighting, new pedestrian crossings, extra cycleways, and better equestrian facilities.

locations. A new temporary signage system was developed to improve crowd management during events.

New literature is also being developed to provide better information on the Parklands' history, features and facilities; to promote the services of the Parklands; and to help people plan their visit.

Fees and charges review

Since its inception in 1983, the Trust has conducted annual reviews of all fees and charges for discretionary services, keeping in line with changes in CPI and other cost movements. In 1999 we commissioned a best practice study to review all existing fees and charges and determine a policy for reviewing fees and charges in the future.



The final report was received on November 1999 and considered by Trustees at their first meeting for the year in February 2000.

The Trust endorsed a revised set of principles to form the basis of the Centennial Parklands pricing policy. These principles are consistent with the importance of open space and people's access to it, while at the same time providing opportunities for the Parklands to address the issues of future financial sustainability. The principles include: market demand; cost recovery; equity; capacity to pay; and opportunity premiums.

The Trust and its Finance Sub-Committee endorsed a price increase from 1 April 2000 to reflect CPI increases and adjustments as a result of the best practice study. From July 2000, GST adjustments will also be made in line with legislation. The principles that underpin the pricing policy study will be used to conduct future yearly reviews of fees and charges to ensure best practice pricing policy.

Risk management

During the year, we identified the benefits of taking a collaborative approach to risk management. As a result, we began preparations for a joint submission to the NSW Treasury Managed Fund for funding for an 'open space risk management' study.

The bid will be submitted in late 2000 and will be a collaborative effort by three major open space organisations: Centennial Parklands, Royal Botanic Gardens and Bicentennial Park. This study should be extremely advantageous to local councils and other State Government agencies responsible for managing open space. By identifying areas of risk and increasing safety, it will also benefit all park users.

Our largest area of risk is public liability and over the past year we have made improvements to address key issues resulting in claims. For example, the largest number of insurance claims we received this year related to stray golf balls from the Moore Park Golf Course, a risk which

has been addressed by redesigning problem holes and putting up barriers to prevent balls from hitting cars and pedestrians.

Emergency management

The Trust began the development of an Emergency Management Procedures Plan, due to be completed by the end of 2000. The document outlines the responsibilities and actions for agencies in responding to a given number of emergency situations in the Parklands.

All our rangers are qualified in first aid and their vehicles are equipped with two forms of back-to-base radios and PA systems. In the case of an incident requiring a response that is beyond the Parklands' control, a Site Emergency Management Plan is held by several District Emergency Management Officers. The Plan clearly outlines the procedures for such emergencies and states that Parklands staff will provide assistance, but do not have responsibility for the situation once

emergency services — for instance, Police, Fire Brigade, Ambulance — are on site.

We are also in the process of drafting evacuation procedures and exercises for our staff working in the Trust building in the event of a fire or other emergency situation. This plan will be completed by December 2000.

Increasing access options

A 3.2 km cycleway has been completed, linking the cycle paths in Moore Park with the regional cycleway network. The park's walkways and pedestrian facilities have been improved as part of the Moore Park upgrade, providing increased safety and access for non-car users.

In the coming year we are planning to undertake two new studies: the Moore Park Golf Course Precinct Master Plan, and the Centennial Parklands Access Transport and Parking Strategic Plan. An outcome of these studies will be to further enhance the range of ways in which people can access the Parklands.

Performance indicators

Participation rates for education and interpretive program
(Percentage of participants from outside a 5km radius)

1998-99	1999-2000	Target 2000-01
22.7%	37%	35%
Total participants: 6,436	Total participants: 6,577	Total participants: 7,000

Golf course usage

	1997-98	1998-99	1999-2000	Target 2000/01
Members	15 711	14,400	15,766	
Public	48 759	42,843	44,127	62,000
Driving range	No figures	No figures	6,900	7,200
Total	64,470	57,243	66,793	69,200

Average percentage of public transport users

At sports games(Moore Park)	(people carried via Moore Park Bus Station)		
	1999 Season	2000 Season	Target 2001
Cricket	12	22	30
AFL	20.2	19	30
NRL	5.2	6	10
Rugby Union	4.1	5	10





Cultural expression

Centenary of Federation Ceremony

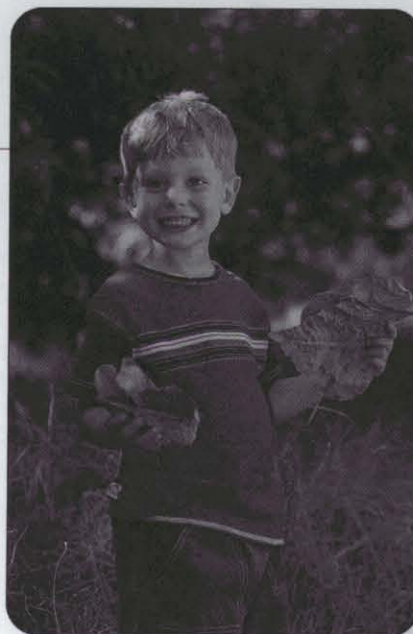
As the Centenary of Federation draws closer, we have continued to work closely with the NSW Centenary of Federation Committee on negotiations and preparations for the Centennial Ceremony on 1 January 2001.

Centennial Park will be a focal point during the day as Journey of a Nation — the Federation Parade — winds up in the Parklands. At 1 p.m. a symbolic ceremony will take place in Federation Valley, to mark the precise anniversary of the official signing that inaugurated the Commonwealth of Australia. Then at 8 p.m., a spectacular ceremony is expected to bring over 100,000 people to the grounds of Centennial Park. A theatrical display incorporating music, performance and special effects will accompany official addresses from our national leaders.

During the year, the Trust has been heavily involved in the planning of both the Parade and the Ceremony. Our work has included providing logistical advice on the running of the events and on the Parklands venues. We have had a representative on the Parade Advisory Committee since its operation began two years ago. We have also attended monthly meetings for other inter-agency Federation committees and have established a joint Operations Advisory Committee for the evening ceremony with the NSW Centenary of Federation Committee.

Centenary of Federation Cultural Program

As part of the \$10 million grant from the Commonwealth Government Federation Fund, the Trust was required to develop a cultural program that will enhance nationwide Centenary of Federation celebrations and embody the unique historical and cultural significance of the Centennial Parklands.



Our Escape and Explore program continued to provide participants with hands-on educational activities

The overriding objectives of the Program are to enhance the Parklands' cultural heritage and accessibility and increase awareness about the Centenary of Federation.

In May 2000 we finalised a cultural program to achieve these goals. Three major interpretive themes underpin the strategy: Celebrating Diversity; the Federation Journey; and Centennial Park — the People's Park.

A range of cultural activities has been planned to realise these themes, including interpretive works, events and publications. An exciting feature of the Program will be the re-establishment of Centennial Park's much-loved Artful Park exhibition. Work was undertaken on developing a brief for this temporary art exhibition in the Park, which will serve as a major cultural event in the Centenary of Federation calendar in 2001.

In addition, a festival celebrating the rich diversity of Australians will be staged in the Parklands as part of the reopening of Parkes Drive and the dedication of the new planting to Australian multiculturalism. A multicultural steering committee was set up to guide the cultural components of this project, providing advice on liaison with various communities and on the appropriateness of the proposed interpretive elements and events.

Cultural Olympiad

Planning was well under way this year for the largest event of the Sydney 2000 Olympics Arts Festival, *Hemispheres*. The two-day outdoor music concert will be held on 9–10 September 2000 and will celebrate international music and culture.

Hemispheres was launched on 14 June 2000 at the Centennial Parklands Restaurant. The launch featured a performance by indigenous Australian performer, Christine Anu, and the release of the program of more than 40 contemporary, diverse acts from Australia and overseas by the festival's artistic consultant, Jaslyn Hall. The event is expected to draw more than 60,000 people and will be staged at the Mission Fields in Centennial Park.

Escape and Explore

Our *Escape and Explore* program continued to provide participants with hands-on educational activities, ranging from guided walks and birthday parties to school holiday excursions and informative talks. Attendance was slightly up from last year, with 6,577 people participating in 287 different activities.

As part of *Escape and Explore*, we run structured educational



excursions for students from early childhood through to adult. Our education program accounts for 30 per cent of the total participants in the *Escape and Explore* program and the number of excursions from primary school students has doubled since last year. Of our 58 activities, over half were for primary school students. Secondary school and tertiary visits have also increased, although early childhood bookings dropped to half the number of the previous year.

Most of our activities are based around the wetlands of the Parklands, which hold many educational as well as unique features. We plan to further develop the structured component of our programs by capitalising on the unique environment and historical and cultural legacies of our Parklands.

Revenue generated by the *Escape and Explore* program increased by approximately 25 per cent, indicating a slower rate of growth compared to the significant financial increases that were first experienced over the 1997–98 and 1998–99 periods.

Evaluation of the program last year revealed high levels of participation in, and satisfaction with, the program. This year, the feedback was very similar, with 83 per cent of participants rating the activities as 'great' and 14 per cent as 'good'.

Cultural events and recreation

This year's annual program of events was developed to meet the needs of the local and the wider metropolitan community. Income from the larger, more commercial events helped to subsidise the smaller community-based events. All events were well attended, reconfirming the Parklands as a popular and viable venue for a wide variety of cultural and recreational programs.

One of our large-scale cultural events staged this reporting year was Circus Oz. Regarded as one of Australia's greatest cultural exports, Circus Oz performed to a sell-out season in Moore Park.

Performance indicators

Comparison of number of events to number of event days

	1998–99	1999–2000
Number of events	33	19
Number of event days	76	118

Number of events of significance

1997–98	1998–99	Target 1999–2000	Actual 1999–2000	Target 2000–01
2	6	4	4	4

In February, audiences saw the Willow Pond transformed into the backdrop for an outdoor performance of Shakespeare by young actors from St Catherine's, Waverley and Sydney Grammar School, Darlinghurst.

On a totally different note, this year's inaugural *Big Bold and Brassy* concert in December 1999 saw the Parade Grounds come alive with the swinging sounds of the big band era in performances by James Morrison, Don Burrows, Emma Pask and Monica Trapaga. This will be an annual event to look forward to in Centennial Park.

Another successful event was the *Celebration of the Female Voice* concert staged in March 2000 as part of the Sydney Gay and Lesbian Mardi Gras.

Significant effort has been directed into forward planning for events in the 2000–01 year. The mobile art installation, *Sea of Hands*, will be exhibited in Centennial Park in September 2000. The 120,000 colourful hands, holding signatures of people who support native title and coexistence, will further establish the Parklands' role as a symbol of the development of the nation. Other events in the coming year include the repeat season of Moonlight Cinema, the Commonwealth Cycle Classic and the RSPCA Million Paws Walk.

Regarded as one of Australia's greatest cultural exports, Circus Oz performed to a sell-out season in Moore Park.





Business viability

Expanding business

In 1999–2000, more than 70 per cent of our operating expenditure was generated through the Parklands' commercial activities. All marketing revenue streams performed above budget for the financial year. Important sources of revenue included Fox Studios (\$2.5 million), Moore Park Golf Course (\$1.76 million), car parking (\$1 million) and the Centennial Parklands Equestrian Centre (\$610,000).

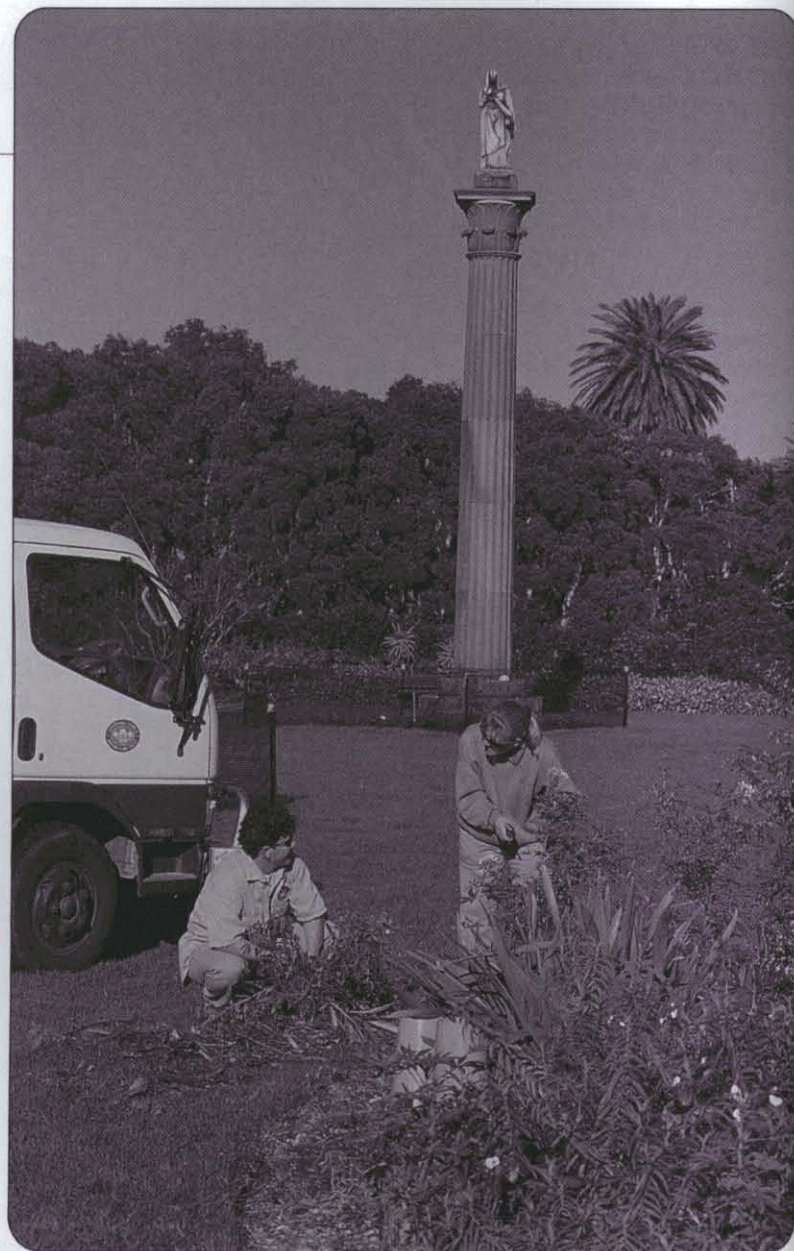
Improved marketing of products and services resulted in substantial increases in revenue from filming and photography, sports bookings, events and venue hire. The largest increase was in filming and photography revenues (up 33 per cent), while Centennial Square and C Pavilion achieved 10 per cent and 9 per cent revenue increases, respectively. A range of capital works undertaken or begun during the year, including refurbishment of several venues, is helping to enhance the Parklands' ability to attract a broad range of revenue-generating events.

Income from sporting events was slightly higher than in the previous year and the events area exceeded the projected level by 3.6 per cent.

Work also progressed on the development of a Marketing Strategy for Centennial Parklands. While staffing changes in the Marketing area resulted in some delays to this project, a brief was developed and let by the end of the reporting period. The Strategy focuses on how to best position the Parklands, our key target markets and the provision of products and services. A key driver of the Strategy is to identify potential sources of revenue that enhance the Parklands' unique environment.

Reforming corporate services

The Trust is working with other Government Visitor Services Agencies (Tourism NSW, Royal Botanic Gardens and Art Gallery of



NSW) on a strategic plan for sharing resources and reducing costs.

During 1999–2000, the Trust entered into a Co-operative Agreement with the Visitor Services Agencies for the provision of joint information technology. The Agreement provides for the establishment of a wide area information technology network linking all four agencies.

A virtual multi-agency network (VMAN) was implemented during the year. This was designed to address the Trust's Year 2000 compliance

Among our 63 staff, 40 per cent are women. Our staff are integral to achieving the vision and mission of the Parklands.



issue and to develop a platform for shared corporate services.

The implementation of the shared network meant that both the State Government-approved analysis and rectification projects were successfully implemented and the Parklands experienced no Year 2000 problems.

In addition to the joint information technology project, the Visitor Services Agencies have also begun a feasibility study on sharing corporate services including finance and human resources management. Further work will be undertaken on this project in the 2000–01 reporting year. A procurement review was also conducted, to examine ways of increasing the purchasing resources of the Visitor Services Agencies.

The Visitor Services Agencies collaborated to plan the development of an e-commerce portal that will allow customers to purchase products and services online. The project is funded from a grant of \$400,000 from the New South Wales Department of Information Technology and Management. The project will continue in 2000–01.

Asset maintenance and improvement

The Trust completed a five-year Strategic Asset Maintenance Plan, which guides maintenance work on our buildings and infrastructure assets. The methodology is based on total asset management principles and links the Trust's key service deliveries to maintenance outcomes.

Documentation was begun for a combined Moore Park/Queens Park grounds maintenance contract to ensure the efficient delivery of maintenance services for the restored Moore Park area.

Work continued during 1999–2000 on the implementation of a golf course improvement program in Moore Park. This completed \$150,000 of improvements, including a chipping green, tee improvements, paths, drainage, signage and golf course furniture. The work ensures the golf course is a viable business and that it meets customer demands.

Goods and Services Tax

The Trust conducted a thorough review of its accounting systems and invoicing processes in preparation for the introduction of the Goods and Services Tax on 1 July 2000.

The Trust participated in the regular reporting to the State Government required by all the Stage Agencies for GST implementation during the year. Four reports were submitted on time, with a fifth and final report due during 2000–01.

Our people

Our staff continue to work towards maintaining and achieving the vision and mission of the Trust. We recognise and appreciate their effort and commitment.

Among our 63 staff members, 40 per cent are women, 4 per cent are people with a disability, 10 per cent are people whose first language was not English, and 5 per cent are people from racial, ethnic or ethno-

religious minority groups (see Appendix 6 for further details).

The spokeswoman program continued to be run by Trust employees and has been enthusiastically supported throughout the year.

Future opportunities for our corporate structure were reviewed in the context of best practice structures and of the changing demands resulting from our collaboration with other Visitor Services Agencies.

The Employee Assistance Program continued to be offered by an external service provider, providing staff with access to a confidential counselling service for personal and work-related problems.

In the lead-up to the Sydney 2000 Olympic and Paralympic Games, the whole organisation will receive training in relevant areas.

In response to a newly installed computer network, our staff were trained to upgrade their skills accordingly.

Performance indicators

Percentage of annual operating expenditure funded by the Trust

1996–97	1997–98	1998–99	Target 1999–2000	Actual 1999–2000	Target 2000–01
43.9	51.6	52.5	60	71	60

Percentage of annual income generated by the Trust

1996–97	1997–98	1998–99	Target 1999–2000	Actual 1999–2000	Target 2000–01
55.2	55.6	61.9	70	64	70

Annual capital works expenditure (\$m)

1996–97	1997–98	1998–99	Target 1999–2000	Actual 1999–2000	Target 2000–01
5.036	19.326	19.481	14.493	7.389	14.235

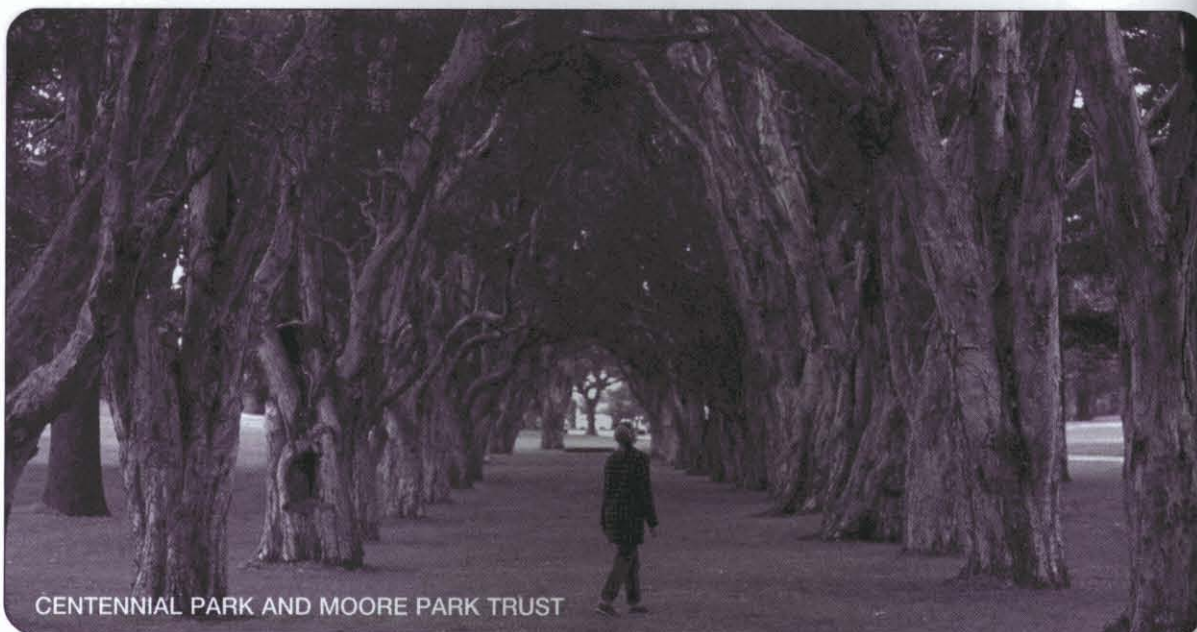
Average number of sick days per EFT (Equivalent Full-Time employee)

1996–97	1997–98	1998–99	Target 1999–2000	Actual 1999–2000	Target 2000–01
6.5	8.23	7.13	6	5.94	5

Number of workers compensation claims

1996–97	1997–98	1998–99	Target 1999–2000	Actual 1999–2000	Target 2000–01
11	10	7	7	12	7





Financial Statements 2000

Statement by Members of the Trust

Pursuant to the *Public Finance and Audit Act 1983* and in accordance with a resolution of the Members of the Centennial Park and Moore Park Trust, we declare on behalf of the Trust that in our opinion:

1. The accompanying Financial Statements exhibit a true and fair view of the financial position of the Centennial Park and Moore Park Trust as at 30 June 2000 and the transactions for the year then ended.
2. The Statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Financial Reporting Code for Budget Dependent Agencies*, the applicable clauses for the *Public Finance and Audit (General) Regulation 1995* and the *Treasurer's Directions*.

Further, we are not aware of any circumstances which would render any particulars in the Financial Statements to be misleading or inaccurate.

Annette O'Neill
Trust Chairman

John Walker
Trust Member