





#### The Hon. Sandra Nori MP

Minister for Tourism and Sport and Recreation Minister for Women Minister Assisting the Minister for State Development

Level 34 Governor Macquarie Tower 1 Farrer Place Sydney NSW 2000

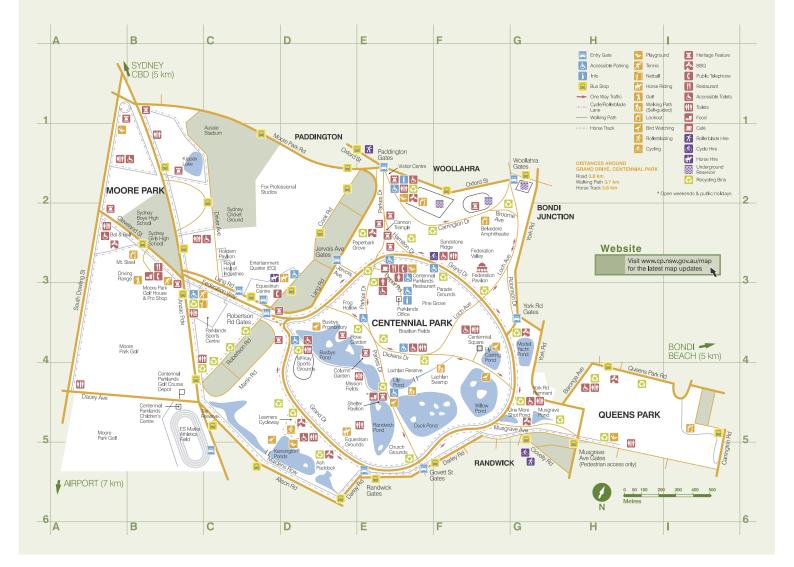
#### Dear Minister

In accordance with the Annual Reports (Statutory Bodies) Act 1984, the Public Finance Audit Act 1983 and the Regulations under those Acts, we have pleasure in submitting the 2005-06 Annual Report of the Centennial Park and Moore Park Trust.

Yours sincerely

John Niland AC Chairman

John Walker Trustee



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Our financial statements are supplied as a separate document inside the back cover of this report.

### **Scope of report**

The 2005-06 annual report has been structured as follows:

- Our performance against the strategies of our Plan of Management 1998-2005 is reported in the year's highlights table on p.10. This table also shows the future focus for the organisation under the key result areas.
- Detailed reporting on our performance against the challenges identified in our Business Plan 2005-2006 is provided under the environmental, social and economic sections. Each of these sections also include indicators of our progress towards sustainability over the year.

### About Centennial Parklands

Centennial Parklands covers more than 360 hectares and provides important recreation and leisure facilities for both Sydney residents and visitors from interstate and overseas. It is listed on the State Heritage Register and the Register of the National Estate and is one of the world's most used open spaces. It is open 365 days a year from sunrise to sunset.

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

### **Centennial Park**

Centennial Park has a distinctive and special place in Australian history and culture. It was once a huge catchment of creeks, swamps, springs, sand dunes and ponds fed by ground water, and was traditionally home to the Gadi people. In 1811, Governor Lachlan Macquarie designated the area as the second Sydney Common and it was used for grazing, lime burning and timber clearing. In 1825 convict labour was used to build a 3.5 km underground aqueduct, known as Busbys Bore, from the swamps to Hyde Park. This bore supplied Sydney's main water supply from 1837 to 1859.

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

More than 100 years later, Centennial Park remains a people's park – a beautiful recreation area in the middle of Sydney's densely populated eastern suburbs. It is a playground for adults and children of all ages and is one of the few inner city parks in the world to offer horse riding facilities. It is also home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson figs, holm oaks and Norfolk Island pines dating back to the early 19th century.

### **Queens Park**

Queens Park is a 26 hectare park, set in a natural amphitheatre at the foot of dramatic sandstone cliffs, with panoramic views of the Sydney region. It was originally established to commemorate the centenary of European settlement in 1888 and has three giant Moreton Bay figs that may be older than the park itself. Today the park is used for informal recreation and organised sports such as cricket, rugby, soccer and touch football.

### **Moore Park**

Moore Park provides 115 hectares of leisure choices. It has tennis and netball courts, the ES Marks Athletics Field, and an 18-hole group one public golf course and driving range. It is also used as a venue for circuses and other outdoor events.

The Moore Park precinct includes the:

- Entertainment Quarter on lease from the Trust.
- Royal Hall of Industries and Hordern Pavilion

   on lease from the Trust.
- Centennial Parklands Equestrian Centre managed by the Trust.
- Adjoining Aussie Stadium and Sydney Cricket Ground – managed by the Sydney Cricket & Sports Ground Trust.

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

# SNAPSHOTS Our past

- In Centennial Park on 1 January 1901, the Earl of Hopetoun was proclaimed the first Governor General of the Commonwealth of Australia and Edmund Barton became Australia's first Prime Minister.
- The two cannons placed on the Commemorative Triangle in the early 1920s are relics of the Crimean War and were originally used in the siege of Sebastopol.
- The mosaic on the inside of the dome of the Federation Pavilion is made up of 1440 vitreous enamelled-steel panels reflecting the concept of Federation. The mosaic was restored ready for the Centenary of Federation celebration in January 2001.
- The Shelter Pavilion in the centre of the park was built in 1898. It has typical Federation features such as terracotta roof shingles, exposed rafters and lattice work.
- The 2.1m bronze 'We won' statue of a footballer dressed in a woollen cap, sweater and tight knee length trousers – was cast in 1893 by Italian sculptor Tommaso Sani. It is surrounded by eight small seated lions and hordes of tiny cherubs.



Feeding the birds



Tennis courts on the reservoir



View of Moore Park from the corner of Anzac Pde & Moore Park Rd



View of Federation Valley and Parade Grounds, Centennial Park





Sailing model yachts



# SNAPSHOTS Our present





Riding



Racing through the paperbarks



Enjoying the colours of the column garden

- Centennial Parklands has about 9 million visitors a year, including the entertainment precinct in Moore Park. 60% of visitors to Centennial Park, 20% of visitors to Moore Park and 24% of visitors to Queens Park visit at least once a week.
- Centennial Parklands is home to about 16,000 trees, including 115 different species, and over 120 native species of birds have been recorded in the parklands. Three species of microbats, measuring between 35-50 mm, live in the trees and turtles can sometimes be seen basking on tree branches during warmer months.
- Centennial Parklands has 1.6 hectares of horticultural displays and landscaped areas, 28 hectares of dedicated sports turf on 35 playing fields, 12 ornamental ponds, and 8 km of historic iron and sandstone heritage listed perimeter fence.
- Regular activities in the parklands include dog training and obedience classes, pony rides, art classes, athletics training, tennis and soccer camps, netball and AFL clinics, kite flying workshops, birdwatcher's breakfasts and spotlight prowls.
- About 55,000 rounds of golf are played at Moore Park each year. Seven subterranean bores deliver 519 mega litres of water for irrigation in Moore Park and the golf course.
- Over 100 large scale community and cultural events are held in Centennial Parklands each year. These range from Moonlight Cinema and a comedy night for Canteen to a Mardi Gras party and Art Sydney, Australia's largest annual art event.
- The area provided for event car parking on grass is now 9.5 hectares, compared to 34 hectares in 1997. The Trust had to close the vehicle entry gates to Centennial Park more than 10 times at weekends last year because of traffic congestion.
- The Trust generates more than 85% of its total operating budget from facilities, events and services.



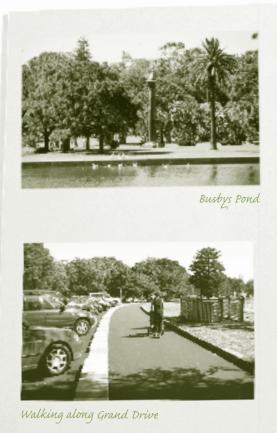
#### We need to:

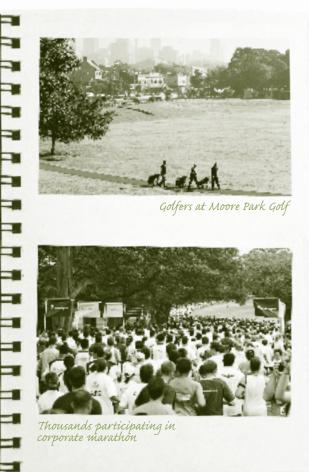
- preserve the environmental and historic heritage of Centennial Parklands for future generations
- improve our environmental, social and economic sustainability
- work with the traditional Indigenous custodians to 'care for the country' together
- cater for the growth in Sydney's population, particularly in adjoining neighbourhoods, and the increasing competition for open space and facilities for a wide range of leisure and recreational activities
- provide access and opportunities for all people to enjoy a diversity of leisure, arts, entertainment and educational experiences
- offer safe services and experiences, especially for children at play
- address the need to encourage more active lifestyles ٠ and combat rising rates of obesity
- manage our diverse landholdings and assets
- carefully balance the competing and sometimes conflicting demands for the use of key areas of Centennial Parklands and the impacts of essential revenue raising activities, while still providing quality services to our visitors.



Aerial shot of Centennial Parklands







### Our organisational direction

### **Our vision**

Centennial Parklands is living Sydney.

### **Our mission**

To manage Australia's premier integrated leisure environment as a place of beauty, peace, excitement, history and culture while achieving effective environmental, social and economic sustainability.

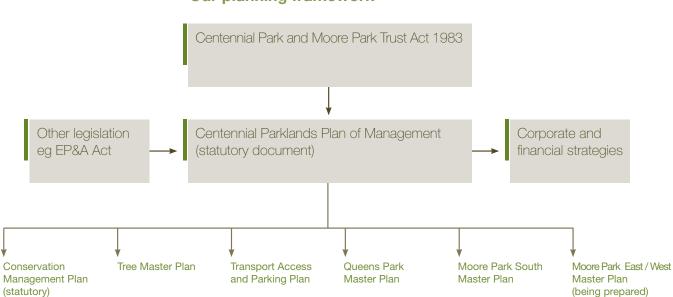
### **Our objectives**

- Position Centennial Parklands as the leader in integrating a diverse range of leisure experiences.
- Achieve environmental, social and economic sustainability.
- With assured underlying funding from government, grow additional revenue from alternative sources.

### Our values

The values that guide our behaviour are:

- significant living environment
- customer focus
- leadership and partnerships
- sustainability
- respect and support for each other
- diversity of people, experiences and products.



The plan of management is a 'big picture' planning document for all of Centennial Parklands that sets high level objectives and key result areas. Our corporate business strategy guides the short-term decisions on resource management, maintenance, public access and use of Centennial Parklands, and provides a market driven focus for developing strategies and actions. We also have an annual business plan that outlines the day-to-day priorities and actions for the year, provides key performance indicators for staff, and ensures our long term goals are achieved. Our first plan of management was launched in 1998 and provided a guiding framework for long term decision-making. During 2005-06 we have prepared a new plan of management and this will set our strategic direction for the next 10 years.

For more detailed information about the full range of plans that guide our work, please visit our website at **www.cp.nsw.gov.au** and look under 'about us'.

### Our planning framework

### Chairman's report



On behalf of the Trustees of the Centennial Park and Moore Park Trust, I am pleased to present our annual report for 2005-06.

The Trust is responsible for an intensely used area of open space in Sydney. We operate in a complex and changing business environment and need to balance conflicting demands for recreation and leisure use, financial sustainability, equity of access and the protection of Centennial Parklands' built and natural environment.

The 2005-06 financial year presented the Trust with significant financial and operational challenges. These included negotiating new operating agreements and contracts for Moore Park Golf, the variable performance of some commercial operations, the cost and operational impact of the remediation work for Area 2 in Moore Park, managing the effects of the drought with a reduced operating budget, and handling our workload with a reduced number of staff.

Despite these significant challenges, the Trust improved its financial performance again this year by generating \$15.7 million in operating revenue, of which \$13.9 million (84%) funded operating expenses compared to \$14.3 million (86%) in 2004-05. Government recurrent funding of \$2.7 million funded the remaining 16% of operating expenses for the year.

In addition to our improved financial performance, we have had some major achievements this year. Our new Plan of Management 2006-2016 received Ministerial endorsement in April 2006 and will provide us with a firm platform for managing the Trust's diverse landholdings and securing essential government and non-government funding in the future.

Over 100 trees were planted in Queens Park as part of National Tree Day 2005 and in May 2006 we marked the successful completion of over \$3 million of major infrastructure improvements to Grand Drive. Our event revenue in 2005-06 increased by over \$200,000 and our visitor research showed a consistent increase in customer visitation and satisfaction. We also had a major asset, our trees, revalued at \$164 million and received water savings grants through the Centennial Parklands Foundation that will enable works to be undertaken which will save approximately 12 million litres of town water a year.

Hundreds of people gathered in Centennial Park's historic Federation Valley on Australia Day 2006 to welcome the Queen's Baton Relay on its way to the Commonwealth Games in Melbourne. I had the pleasure of joining Malcolm Turnbull MP in officially welcoming relay runner Kelly Nao at the Federation Pavilion and then watching Jodie Anstee –Tourism Australia's Young Tourism Ambassador – take the baton on the next leg of its journey through the suburbs of Sydney.

In 2006-07 we plan to implement a range of improvements for visitors to Centennial Parklands including \$5 million worth of projects as part of our park improvement plan, an upgrade of key access points to Queens Park, and the refurbishment of the Centennial Park restaurant. I am confident that the mix of skills within the Board of Trustees, our executive team and staff, our Community Consultative Committee, and the support of our Foundation, Friends and volunteers will enable us to continue to successfully oversee and promote Centennial Parklands as a wonderful community asset.

John Niland AC Chairman

### Director's report



The past 12 months have been both a challenging and rewarding time for Centennial Parklands.

A key theme reflected in this year's annual report is the need for us to balance and effectively manage the past, present and future needs of Centennial Parklands and the people who use it.

This includes balancing increasing demands for open space with the need to maintain the natural and cultural heritage of Centennial Parklands, and making sure the facilities and services we provide meet the present and future needs of all the people who visit us each year. It means actively managing our current revenue sources and continually investigating new business opportunities to ensure our economic sustainability. It also means attracting, developing and retaining a professional workforce and providing them with a safe, productive and healthy workplace.

The services we provide aim to protect and enhance Centennial Parklands, provide high quality recreation and cultural opportunities, and improve safety and accessibility. In our visitor research this year, we found that the majority of visitors rated the facilities as either good or excellent. We also received a customer satisfaction rating of good or excellent for our management of safety and security from 78% of our visitors, a significant improvement since the last survey in 2002-03.

A major project this year was completing our new Plan of Management 2006-2016, after consulting with our community stakeholders, and developing detailed planning and management priorities with key result areas to measure progress. In 2006-07 we will be incorporating this new plan of management into our business planning. We also implemented \$5.9 million of park improvement projects, including a major upgrade of Grand Drive and three accessible amenities buildings, installed 45 new signs to help our visitors learn about the parklands and find their way around, and progressively regenerated our endangered Eastern Suburbs Banksia Scrub sites.

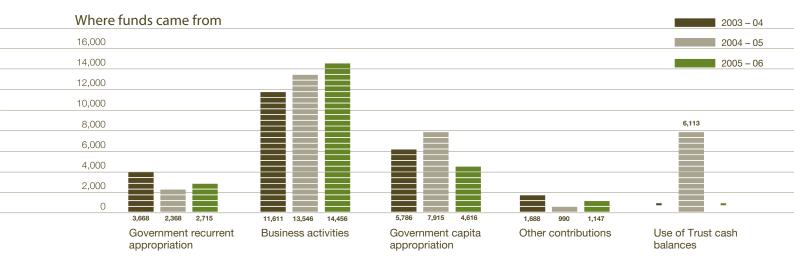
Finding a balance between public transport, the demand for car parking, and the safety of cyclists and pedestrians in Moore Park continues to be a challenge. During 2005-06 we have been developing a strategic master plan to strengthen Moore Park's identity and character, without compromising its important cultural heritage. The draft master plan will be put on public exhibition in 2006-07 after final input from the Moore Park Events Taskforce, chaired by the NSW Premier's Department.

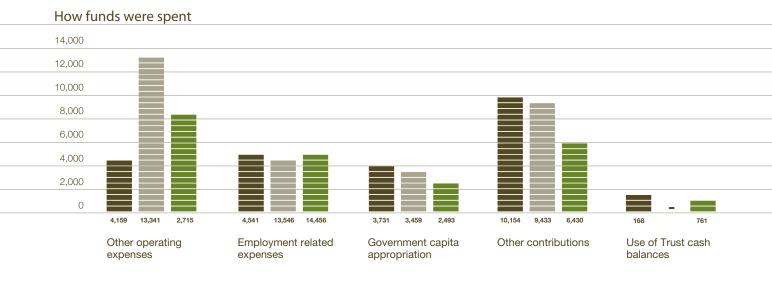
During 2005-06 we commissioned an internal audit of our corporate governance framework to identify any areas or processes that might need to be strengthened. The audit found that overall the Trust maintained effective control procedures for our corporate governance processes and provided some recommendations for improvement which will be a focus in 2006-07.

I look forward to working with the Centennial Parklands team and the Trust in 2006-07 to implement these recommendations and all the other exciting projects we have planned for the year ahead.

Steve Corbett Director and Chief Executive

The Trust had total funds available of \$22.9 million in 2005-06. Trust business activities generated \$13.9 million, which is 60.5% of the total funds raised to fund both operating expenses and the capital program. In terms of its operating budget, Trust business activities funded over 83% of operating expenses, which is slightly lower than last year due to the receipt of a one off supplementation from NSW Treasury. Total expenditure in cash terms declined by \$8 million in 2005-06 compared to the previous year, reflecting lower expenditure on its capital program (down by \$3 million) and lower operating expenses (down by \$4.6 million). The lower operating expenses were primarily due to timing differences for creditor payments between 2004-05 and 2005-06.





## Highlights for 2005-06

### Performance against Plan of Management 1998-2005

### Protect the integrity of Centennial Parklands

- **1.** Manage Centennial Parklands as a whole for planning purposes.
- **2.** Uphold the concept of open space as a public good.
- **3.** Promote the high value of urban open space among Centennial Parklands' stakeholders.
- **4.** Actively advocate alternatives to proposals for further losses of Centennial Parklands' open space.

### Ensure cooperative positioning

- 1. Achieve flexible arrangements consistent with a whole-of-Centennial Parklands planning concept for the future use of major sporting facilities both within and external to Centennial Parklands boundaries.
- **2.** Improve traffic flow, parking and public transport access to Centennial Parklands.
- **3.** Link Centennial Parklands with nearby sites and precincts.
- **4.** Provide opportunities for community involvement in decision making.
- Seek cooperation of key stakeholders, including Tourism NSW, Heritage Council, Planning NSW, other government and semi-government authorities, local councils, visitors, users and interest groups.

Implemented action plans from our sports strategy, including meeting with our sports advisory group and increasing the casual training 'open nights' at ES Marks Athletic Field. (p.35)

Participated in joint agency planning as part of the Moore Park Events Taskforce. (p.36)

Completed our triennial visitor survey which included on-site surveys, telephone surveys and focus groups. (p.36)

Undertook extensive public consultation with user and resident groups and our community consultative committee for our new plan of management. (p.37)

Use information from the visitor survey to help define our future management practices.

Complete service level agreements for premier sports user groups.

Hold quarterly meetings with cyclists to discuss park regulations, behaviour and safety issues.

### Conserve living heritage

- Conserve and enhance the significant natural and cultural heritage of Centennial Parklands, optimising opportunities for ecological sustainability.
- **2.** Improve the quality of water in Centennial Parklands' pond system.
- **3.** Regulate uses of Centennial Parklands which cause significant environment heritage site damage.
- **4.** Provide opportunities for communities in decision making.
- Seek cooperation of key stakeholders – including other government and semi-government authorities, local councils, visitors, users and interest groups – to position Centennial Parklands.

Implemented \$5.9 million worth of park improvement projects, including a major upgrade of Grand Drive. (p.27)

Progressively regenerated and managed our endangered Eastern Suburbs Banksia Scrub sites. (p.25)

Completed our five year tree asset evaluation program. (p.25)

Received water savings grants through the Centennial Parklands Foundation that will enable us to save approximately 12 million litres of town water a year. (p.51)

Implement our tree replacement program, maintaining a balance between ornamental plantings and native plants.

Work cooperatively with surrounding councils on stormwater issues to ensure we maintain the water quality in our ponds.

Complete \$5 million worth of projects as part of our park improvement plan.

Prepared and exhibited our new plan of management, incorporated community feedback and received Ministerial endorsement. (p.22)

Released the approved Queens Park Master Plan. (p.23)

Prepared an amendment to our Regulation for events that attract more than 20,000 people at one time. (p.35)

Key outcomes

Incorporate our new plan of management into our business planning.

Complete priority projects in the Queens Park Master Plan.

Review the Centennial Park and Moore Park Trust Act.

#### Ensure right of access

- 1. Manage demand and reduce conflicts.
- 2. Increase visitor safety and visitors' perceptions of safety.
- **3.** Remove exclusive use arrangements and introduce multi use of and equitable access to open space facilities.
- **4.** Enhance links and access points between parts of Centennial Parklands.
- **5.** Foster equity of access through information provision and consultation.

#### Promote cultural expression

- **1.** Promote cultural uses of Centennial Parklands consistent with its natural values past, present and future.
- 2. Promote a broad spectrum of cultural activities in Centennial Parklands consistent with the wholeof-Centennial Parklands strategy, including active sports, social pursuits and arts-based activities.

#### Ensure business viability

- Monitor the organisational performance of the Trust in key areas and report on achievements.
- **2.** Attract, develop, equip and retain a skilled workforce with the capacity to support Trust objectives.
- **3.** Continuously improve management, administrative and information systems within the Trust.
- **4.** Optimise Centennial Parklands' business ventures.
- **5.** Establish and maintain a governance structure which enables the Trust to fulfil its charter.

Completed stage 1 of our signage master plan and installed 45 new signs including street signs, banner posts and information boards. (p.36)

Implemented phases 1 and 2 of our visitor safety program, focusing on cyclists and speeding vehicles. (p.37)

Installed 3 new accessible toilets and provided wheelchair accessible park benches and bubblers as part of our Grand Drive upgrade. (p.24) Coordinated and celebrated NSW's first ever Parks Week in October 2005. (p.35)

Hosted 25 diverse community, sporting and music events. (p.35)

Delivered over 300 visitor programs attended by nearly 14,000 participants. (p.34)

Participated in events of national significance, such as the Queens Baton Relay. (p.35)

Developed a 5 year strategic financial plan (p.47)

Included new planning and management directions and key result areas in our new plan of management. (p.22)

Developed a property management licence database. (p.48)

Extended the use of our Mainpac asset database into routine maintenance planning and costing. (p.48)

Implemented CIMS, our customer information management system. (p.49)

### Implement stage 2 of our signage program.

Review our traffic management strategies and promote safe pedestrian and cycle connections to Centennial Parklands.

Undertake improvements to Moore Park Golf Course to improve playability experience and patron safety. Expand our events program, through hosting events such as the 2006 NSW Open at Moore Park Golf Course and Polo in Centennial Park.

Successfully manage our cultural events program, particularly impacts on the park environment and other park users.

Diversify the range of visitor programs to encourage participation by new audiences.

Complete a call for proposals process for a new 10 year licence agreement for the Centennial Parklands restaurant and start appropriate capital upgrade work.

Implement our five year strategic financial plan.

Complete a business case for the future upgrade of Moore Park Golf Course and start detailed planning.

Actively seek out grant funding for programs that relate to our objectives and policies.

# Governance

### The Federation Pavilion in Centennial Park



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

### **Responsibilities of the Trust**

Our eight trustees are responsible to the Minister for Tourism and Sport and Recreation for overseeing the management and policy direction of the organisation. They meet ten times during the year and are committed to achieving results in the following key areas:

- Protect the integrity of Centennial Parklands
- Ensure cooperative positioning
- Conserve living heritage
- Ensure right of access
- Promote cultural expression
- Ensure business viability

Please see the 'Highlights for 2005-06' on pages 10-11 for a snapshot of our achievements in these six key result areas this year.

A Community Consultative Committee, which represents broad community interests, acts as an advisory body to the Trust and we also have finance, audit and marketing committees with external representation to assist us in our work.

### Management

Our Director and Chief Executive, Steve Corbett, works within the broad direction of the Trust. He is responsible to the Director-General of the newly established Department of the Arts, Sport and Recreation for administrative issues and to the Minister for Tourism and Sport and Recreation, the Hon. Sandra Nori MP, for certain approvals and actions. His role is to lead the development and implementation of the Trust's strategic, corporate and annual business plans to meet our long and short-term objectives, and provide staff with a strong vision and business direction. A key focus for his work is best practice management, sustainable development and the financial viability of the Trust.

Our staff are organised into groups – the Directorate, Park Assets, Strategic Planning and Projects, Visitor Experience and Business Services. Each group is led by a Director.

The Directorate provides high level and strategic advice to the Board and the Minister, measures and monitors our performance against our plan of management and corporate business strategy, and handles a range of stakeholder issues. Our Park Assets group is responsible for the maintenance and presentation of the physical fabric of Centennial Parklands - the landscape, buildings, ponds and buried infrastructure. Our Strategic Planning and Projects group plans and delivers significant capital works and other major projects of long term importance, and our Visitor Experience group manages our venue services, visitor programs, and our marketing and communications strategies. Our Business Services group manages our overall business systems and organisational performance and oversees our shared services agreement for corporate services.



### Trustees during 2005-06

The Trust is made up of eight trustees. Seven are appointed by the Governor for up to four years, on the recommendation of the responsible Minister, and one is appointed for a two-year term on the recommendation of the Trust's Community Consultative Committee (CCC).



Emeritus Professor John Niland AC BCom, MCom, PhD, Hon DSc

Appointed as Chairman of the Trust in March 2002, term expires February 2010.

Professor Niland is a former Vice-Chancellor and President of the University of New South Wales (1992-2002), where he also held the Chair of Industrial Relations from 1974. He is a Fellow of the Academy of Social Sciences in Australia and the Australian Institute of Company Directors. Professor Niland is currently an Independent Director of Macquarie Bank Limited, serves on the University Grants Committee of Hong Kong, and is on the Board of Trustees of Singapore Management University.

### The Honourable Justice Annabelle Bennett AO

BSc (Hons), PhD, LLB

Appointed April 2003, term expires April 2007.

The Honourable Justice Annabelle Bennett is a Judge of the Federal Court of Australia and is currently the Pro-Chancellor of the Australian National University. Before her appointment to the Federal Court, Justice Bennett was a Barrister (Senior Counsel) specialising in intellectual property. She is also a Director of the Sydney Children's Hospital Foundation, member of Chief Executive Women, and President of the Australian Academy of Forensic Sciences.

### Mr David Leckie BA (Econs)

Appointed January 2001, term expires January 2009.

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

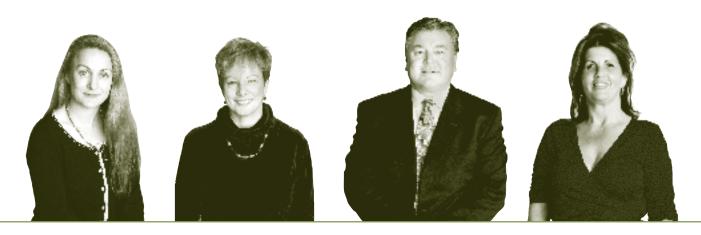
### Mr Allan Young

BA, Dip Ed, Dip Lib, MURP

Appointed December 2005, term expires December 2007.

Allan is a senior business analyst at Sydney Water Corporation, with previous experience as a policy manager with the Department of Environment and Conservation and a policy advisor within the NSW Parliament. He is also a member of the National Parks & Wildlife Service Sydney regional advisory committee. Allan and his young family are frequent visitors to Centennial Parklands for social and recreational activities.

### Trustees during 2005-06



#### Ms Yvette Pietsch BBus, MTax

Appointed February 2004, term expires February 2010.

Yvette is a Taxation and Business Advisory Partner at Pitcher Partners NSW. She is a member of the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors, and a Fellow of the Taxation Institute of Australia. She was previously a member of the quality committee of the Prince of Wales Hospital. Yvette is a local resident who regularly uses Centennial Parklands and its facilities.

#### Mrs Margaret Varady AO

BSc, MEd, DipEd, FACE

Appointed March 2002, term expires February 2010.

Margaret has been the principal of Sydney Girls High School since 1992. She has held a variety of positions in schools both in New Zealand and Australia, and is on the Senate of the University of Sydney. She is a strong supporter of public education, community involvement and girls education.

#### Mr John Walker BBus

Appointed February 1998, term expires February 2010.

John has been Managing Director of Thrifty (Australia) Pty Ltd since early 1998 and was recently elected as a Councillor of Woollahra Council. Before this he was General Manager Retail Banking, Westpac Banking Corporation (1995 to 1998), and held various chief executive and senior positions with Liverpool City Council, Dominos Pizza (Australia) Pty Ltd, West Australian Football and the Council of the City of Perth, as well as running his own consulting firm from 1987 to 1991. John is also Chairman of the publicly listed company MultiEmedia Ltd.

#### **Ms Sarah Whyte**

Appointed May 2000, term expires May 2008.

Sarah is Chair of the Centennial Parklands Foundation. The Foundation's mission is to contribute to the value of Centennial Parklands and its environmental, cultural and recreational significance. She is also Patron of the Burma Star Association of NSW and a member of the Australiana Fund.

### Our operational structure



## What we do

#### Directorate

Advising and servicing the Trust Board, providing policy and strategic advice to the trustees and the Minister, handling stakeholder issues, measuring and monitoring performance, promoting best practice management, ensuring effective working relationships between Trust and staff.

#### **Visitor Experience**

Customer service, visitor programs, events, marketing, media liaison and public affairs, publications, ranger services, security services, recreation services, volunteers, visitor research.

#### **Business Services**

Business and organisational performance, lease and licence administration, business development, procurement, office services, policy development, property management, records management, shared services contract management, Trust support and liaison.

#### **Strategic Planning and Projects**

Review and planning for major assets, capital works design and construction, environmental and heritage management, management strategies, strategic planning, master planning, statutory planning.

#### **Park Assets**

Arboriculture and horticulture services, asset management, building infrastructure services, equestrian centre and golf course management, flora and fauna protection, landscape maintenance, parking administration, playground safety, waste recycling and cleaning services.

For more details on governance, please see Appendix 1.

# Our environmental performance

A giant Moreton Bay fig in Queens Park

## Our environmental performance

The following challenges cover key areas of our work in 2005-06. As many of our plans and strategies extend over several years, the comment 'completed' means that we have completed what we planned to do for this year. The comments 'ongoing' or 'deferred' mean that we plan to complete or undertake the task in 2006-07. Any items that are 'on hold' are listed at the end of the table.

Challenge	Comment
Commence review and planning for the plan of management.	Completed
Prepare and exhibit new plan of management, incorporate community feedback and seek Ministerial endorsement.	Completed
Prepare and exhibit Moore Park Master Plan (East-West).	Ongoing
Develop detailed plans for the Queens Park Master Plan, consider community feedback and seek Ministerial approval.	Completed
Participate in the review of the South Sydney Local Environment Plan under the City of Sydney and work towards a regional approach to managing demand.	Ongoing
Complete planned projects under the park improvement plan, including three new toilet amenities.	Completed
Start implementing vegetation management plan for remaining Banksia Scrub sites and train staff and volunteers.	Completed
Implement routine and periodic maintenance programs.	Completed
Conduct five-year tree asset valuation.	Completed
Implement tree replacement program.	Completed
Control noxious weeds and pests.	Completed

The following projects from last year's annual report are on hold because they are not current Trust priorities or require additional resources.

- Working towards a single environmental planning instrument for all Trust lands.
- Establishing formal gardens in Frog Hollow and Rose Garden.
- Aquatic planting and restoration works to Kensington Pond.



### Our future focus

In 2006-07 we plan to:

- Fully incorporate the Plan of Management 2006-2016 into our business planning.
- Finalise the draft Moore Park Master Plan and, once the Moore Park Events Taskforce submission has been considered by the state government, place the plan on public exhibition.
- Complete more than \$5 million of capital works as part of our Park Improvement Plan 2003-2010.
- Launch and implement a tree replacement campaign for Centennial Parklands.
- Increase the use of pond, rather than town water, for irrigation purposes.

### Assessing our environmental performance

GRI Indicator	Items		2003/04	2004/05	2005/06
EN15	Participants in environmental education programs		11,815	15,913	10,824
EN26	Tree population (includes Centennial Park, Queens Park and most of Moore Park)			9,100	15,800
EN26	Trees planted / removed	Ratio	1:13	4.7:1	2.6: 1
	Pest species reduction (observed numbers of pest population)				
EN27	- Ibis		336	367	150
EN27	- Rabbits		400	300	100
EN27	- Pigeons (deceased)		4	12	30
EN27	- Foxes		12	3	1
EN27	Number of noxious weeds (species)		8	10	10
	Water usage				
EN5	- town water (mains) target 10% reduction	MLtrs	26	23.3	20.2
EN5	- pond water	MLtrs	97	117	171
EN5	- bore water	MLtrs	327	314	262
	Energy usage (target 10% reduction)				
EN3	- electricity	'000 Kwh	1,057	1,015	1,008
EN3	- fuel	'000 Ltrs	36.7	41.7	41.7
	Waste breakdown				
EN11	- non-recyclable	'000 Kgs	212.2	239	306
EN11	- recyclable	'000 Kgs	37.3	43	41
EN11	- green waste	'000 Kgs	324.1	311	369
	Park improvement plan delivered (cumulative)	%	23.1	40	54



### Performance indicator – energy management

We are committed to achieving savings in energy usage and between 2004-05 and 2005-06 there was a 1.0% decrease in our electricity consumption, a 1.4% increase in automotive diesel consumption and a 9% decrease in petrol consumption. Overall energy costs were about the same for both years, although diesel and petrol costs rose by 11.1% during this period.

During 2005-06 we changed our electricity supply contract from Country Energy to AGL – on the advice of the Department of Commerce – to secure more competitive rates. We continue to purchase 6% as renewable electricity, contributing towards a reduction in greenhouse gas emissions.

End use category	Type of energy	2003/04	2004/05	2005/06
Other facilities	Electricity	772,081Kwh	679,152Kwh	677,490Kwh
Office buildings	Electricity	159,760Kwh	188,331Kwh	188,213Kwh
Roadways	Electricity	124,992Kwh	148,076Kwh	142,500Kwh
Total	Electricity	1,056,833Kwh	1,015,559Kwh	1,008,203Kwh
Cost	Electricity	\$132,464	\$137,926	\$126,372
Transport – other vehicles	Diesel	19,867Ltrs	20,396Ltrs	20,564Ltrs
	Unleaded	16,891Ltrs	21,385Ltrs	21,105Ltrs
	LPG	0	0	0
Total	Fuel	36,758Ltrs	41,781Ltrs	41,671Ltrs
Cost	Fuel	\$28,638	\$39,888	\$44,298

### Our waste reduction and purchasing policy

The NSW Government's waste reduction and purchasing policy (WRAPP) aims to reduce waste and increase purchases of materials with recycled content. We are committed to our WRAPP plan and implemented the following initiatives during 2005-06.

We reprocessed / recycled 100% of the green waste material generated through our arboriculture, horticulture and equestrian operations – including tree branches, vegetative material, horse manure and straw. These materials were reused in Centennial Parklands or transported to accredited green waste facilities.

Our administration and IT initiatives include purchasing recycled toner cartridges and recycling all paper products that are recyclable. Also, 95% of the paper we purchase has recycled content.

We have also saved water by converting from potable water to pond water – recycled stormwater – for irrigating horticultural areas and sports fields.



### We are committed to balancing increasing demands for open space with the need to maintain the natural and cultural heritage of Centennial Parklands.

### Our new plan of management

Our Plan of Management 2006-2016 provides a 'big picture' strategic management framework for all of Centennial Parklands. It sits above, and guides the development and implementation of, all our other plans and strategies.

During 2005-06, we updated our Plan of Management 1998. The updated plan will help us to retain the social, environmental and heritage values of the parklands as well as manage emerging leisure, recreation and open space issues and pressures over the next ten years. The plan covers new areas of Trust land, including the York Road bushland remnant and the former Moore Park Showground, and addresses the cooperative management of the land owned by Sydney Water within the boundary of Centennial Park. It also provides direction for other plans such as the Moore Park Master Plan.

The plan of management sits over a number of detailed master plans and management strategies. Each of these subordinate plans and strategies provides significant details on a range of parklands management issues from tree replacement and conservation management to access and signage.

Some key changes and refinements in the new plan include:

- An updated vision and values focusing on Centennial Parklands as a place of living heritage, and the need to conserve this heritage and deliver a high quality visitor experience underpinned by a strong economic platform.
- A discussion of the regional context of the parklands and global trends in parkland use and planning.
- Seven overall strategic directions to ensure sustainability, with detailed planning and management priorities and key result areas for measuring progress.

We held preliminary consultations with a wide range of stakeholders before the plan was drafted. These 'stakeholders' included Indigenous representatives, community and resident groups, sporting and park user groups, licensees and lessees, representatives from local, state and federal government, neighbouring venue landholders, and our trustees and staff.

The draft Plan of Management 2006-2016 went on public exhibition for 28 days from 29 August to 28 September 2005. It was available for inspection at our parklands office and on our website, at local councils and libraries, and at a special information centre in the Entertainment Quarter at Moore Park.

We received 33 submissions from the public on the draft plan, as well as formal feedback from our Community Consultative Committee.

Some of the issues raised in submissions included:

- competing demands from users of the parklands
- transport, traffic and parking issues
- commercial development in the parklands
- funding and revenue issues and business viability
- the advantages and disadvantages of large events in the parklands
- concerns about the loss of large trees
- the need for coordinated planning with local and state government agencies.

All submissions were carefully considered and the final version of the plan was presented to the Minister for Tourism and Sport and Recreation for endorsement in March 2006. The Minister endorsed the plan in April 2006 and copies are now available from our office and on our website.

A key challenge for 2006-07 is to fully incorporate the new plan into our business planning.



Centennial Parklands Plan of Management

• Fresh guidelines for monitoring and reviewing the plan.

### Moore Park Master Plan (East-West)

During 2005-06 we have been developing a strategic master plan to strengthen Moore Park's identity and character, without compromising its important cultural heritage landscape.

Some of the issues that need to be addressed include how to:

- increase recreational opportunities in Moore Park outside of major events
- find a balance between public transport, pedestrians, cyclists and the demand for car parking
- improve access for surrounding residents and other park users.

We have received feedback from stakeholders on our preliminary concepts, including schemes to improve the landscape and urban design, and are currently waiting for final input from the Moore Park Events Taskforce. This taskforce is coordinated by the NSW Premier's Department and will consider issues such as improved public transport and pedestrian safety during major events in Moore Park. The draft master plan will be finalised and put on public exhibition in 2006-07.

### **Queens Park Master Plan**

The aim of the Queens Park Master Plan was to incorporate relevant outcomes from the overall plan of management – such as the tree master plan and the transport access and parking plan – and clarify how these different plans would affect Queens Park. We also wanted to look at any areas of improvement that could be included in our park improvement plan.

Some of the key elements of the Queens Park plan are:

- replanting trees to provide more shade and reconstructing the perimeter canopy
- upgrading the existing playground and amenities buildings
- constructing a perimeter shared access way as part of the regional transport network
- improving pedestrian and cycle links with Centennial Park
- creating paved entrances with seating and signage at key entry points
- introducing viewing platforms and seating areas in the eastern parts of the park
- modifying mowing regimes to develop varying ground effects
- possibly creating a café / kiosk facility.

Over 100 trees were planted in 2005-06 in Queens Park – the largest number for many years. A planting on National Tree Day in July 2005 attracted a number of generous tree donors, raising \$14,000 for the Centennial Parklands Foundation, and an additional 60 Sydney red gums (*Angophora costata*) were planted near the John Street area.

We will be completing several priority projects in Queens Park, such as upgrading pedestrian entrances, during 2006-07.



Aerial view of Centennial Parklands

### **Reviewing local environmental plans**

We take an active role in planning issues surrounding the parklands and this year reviewed over 40 development applications and draft planning instruments. We also assisted Waverley Council to successfully defend a Land & Environment Court appeal relating to a development next to Centennial Parklands.

In 2005-06 we provided landowner's consent for five development applications on Trust lands in the Entertainment Quarter and Fox Studios, including lodging the preliminary application with the Department of Planning for the Australian Film, Television & Radio School.

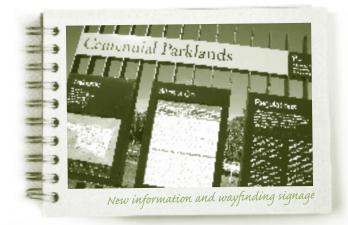
We have also been monitoring the progress of the review of the South Sydney local environmental plan by the City of Sydney, including the neighbourhood studies, and will seek further involvement as the project progresses.

### Park improvement projects

Our seven year \$49.5 million park improvement plan is designed to conserve the park environment and heritage, improve facilities and utilities, and upgrade our visitor information services.

Some key projects completed during 2005-06 include:

- a major upgrade to Grand Drive pathway in Centennial Park (more details on page 27)
- the installation of 45 new signs, as part of our signage master plan to improve the look and accessibility of information, directional and interpretative signs in the parklands
- three new state-of-the-art toilet amenities at Musgrave Pond, Centennial Square and McKay Fields
- renovations to the Moore Park Driving Range, new landscaping for the golf house, extra golf outdoor tables and chairs in the Patio Bar, and new seating and ball washers throughout the course.



The funding allocation for the various projects in 2005-06 was:

Environment	\$75,000
Tree planting	
ESBS regeneration	
Transport and access	\$2,910,000
Signage installation	
Grand Drive upgrade	
Moore Park Master Plan (part)	
Moore Park East remediation works	
Leisure facilities	\$245,000
Parklands Sports Centre improvements	
Golf course improvements and planning	
Visitor information and services	\$2,030,000
New amenities	
Centennial Parklands Restaurant planning	
Heritage conservation	\$110,000
RHI & Hordern Pavilion works	
Utilities and annual provisions	\$600,000
Golf course plant and equipment	
Irrigation projects	
IT and telecommunications	
New services	
Office equipment	
Total cost of projects	\$5,970,000

Some planned projects for 2006-07 are to:

- replace the turf cricket wicket at McKay Field in Centennial Park
- improve access to leisure facilities in Queens Park
- implement improvements to the Moore Park Golf Course
- install Stage 2 signage
- upgrade the Centennial Parklands Restaurant and precinct.

### Implementing our vegetation management plan

Centennial Parklands has five sites that contain the endangered bushland community known as Eastern Suburbs Banksia Scrub (ESBS) which is protected under Commonwealth and State legislation. These sites are being progressively regenerated and managed with some very positive results. The work has been done by combining the skills of our horticulture team, specialist consultants, professional bush regenerators and volunteers.

After the removal of numerous exotic and non-endemic species and the clearing of the soil surface at the York Road site, several native species have been revived. There are now four *Banksia serrata*, compared to one in 2002, and previously unrecorded ESBS species such as *Hakea dactyloides* have continued to regenerate. Similar successes have been achieved in the Bird Sanctuary site in Centennial Park.

This year, our horticultural team began training at the York Road site under the supervision of the specialist contractor. This will enable them to eventually assume primary responsibility for the ESBS sites.

The unique graphical information monitoring system (GIS) at the site will allow us to collect substantial data which we plan to present to other groups in the community. The GIS uses on ground surveying and computer modelling to accurately and quantifiably assess the improvements in ESBS rehabilitation in terms of species numbers and richness.

The Department of the Environment and Conservation are recommending that ESBS is classified as a critical habitat under the Threatened Species Conservation Act 1995. The main impact for us will be the inclusion of a new ESBS area within Queens Park.



### Managing our trees

Our tree master plan sets out the principles and strategies for conserving the existing tree population and provides a framework for sensitively integrating new plantings into the historic fabric of the parklands.

In 2005-06 we used a Melbourne based tree firm, Tree Logic, to conduct a physical survey of all the trees in Centennial Parklands and updated the 'Streets Ahead' database to confirm the location, condition and life expectancy of 15,894 trees. Based on this data, Professor Peter Martin completed a full revaluation of our tree collection at \$164.13 million. This valuation takes into consideration the species, age, maturity, size, rarity and historical significance of the trees.

The majority of our trees were planted between the 1880s and 1920s and have had to contend with a range of problematic environmental factors, including fast draining sandy soil that is low in nutrients. Although sandy soil means trees have good drainage, the sandstone layers underneath can often lead to 'puddling'. Many tree species are sensitive to 'wet feet' and become prone to soil-borne fungal disease. We also have an ageing tree population so our tree master plan includes a proactive planting and replacement program. Staged succession is the ideal solution, but is often not possible as it is difficult to establish new trees until the old ones are removed.

During 2005-06, we planted 50 specimen trees in Centennial Park – a mixture of Moreton Bay and Port Jackson figs, hoop pines, broad-leaved paperbarks and holm oaks – to continue base level replacement. Over 100 trees were also planted in Queens Park as part of National Tree Day 2005.

We are currently developing a detailed tree replacement program for the next five years. The tree species selected in the original plantings in Centennial Parklands were fairly experimental and we are continuing this practice of trialling and experimentation. In the past two years we have introduced new species such as Crow's Ash, Pride of Bolivia and Japanese Zelkova, and a new inner ring of trees planned for Grand Drive may include new species – in addition to the traditional figs, oaks and pines.

In December 2005, we celebrated twenty years of student tree surgeons from Ryde TAFE coming to Centennial Parklands to complete the practical component of their Arboriculture Certificate. Each semester about 30 students and their teachers come to our Pine Grove areas to get experience in 'dead wooding' – removing a tree's dead branches – and a range of other skills.

For more information about the trees in Centennial Parklands, please see the fact sheets on our website at **www.cp.nsw.gov.au** or contact us on (02) 9339 6699 to join one of our guided tree tours.

### The effects of the drought

We continued to operate in drought mode for much of the past year. From February to June 2006, Centennial Park's ponds were seriously depleted due to the prolonged warm dry weather and high evaporation rates. Several of the shallower ponds were completely dry and many of our visitors raised concerns about the potential impacts on flora and fauna.

During the year we continued to irrigate our playing fields and horticultural displays according to our drought plan, using a combination of pond and bore water. No trees were lost directly as a cause of the drought and bird life has flourished. In the summer months, the shallower water in the ponds attracted several wading species of birds not normally seen in the Sydney area – such as bar-tailed godwits, sharp-tailed sandpipers, curlew sandpipers and latham snipes. During winter, increased numbers of egrets, herons and spoonbills were often seen in the parklands.

In June 2006, the ponds were fully replenished when over 250 millimetres of rain fell over a three week period.

To help us conserve our water resources we also started to:

- prepare a water savings action plan, following instructions from the Department of Energy, Utilities and Sustainability to large volume water users
- undertake ongoing management and technical audits of water consumption and conservation using the Sydney Water 'every drop counts' business users program.

### Maintaining water quality

The quality of the water in our ponds is compared with the Australian and New Zealand Environment and Conservation Council (ANZECC) standards for secondary water quality. This is a purely aesthetic measure with no direct physical contact because of the unknown content of stormwater flows entering the system from the surrounding 542 hectares of urban catchment. Over a decade of monitoring the primary parameters – including phosphorous, nitrogen, dissolved oxygen, faecal coliforms, algae and conductivity – the ponds water quality has remained largely unchanged.

The Musgrave ponds gross pollutant trap (GPT) collected 22.5 tonnes of rubbish. This was made up of about 13% litter, 17% sediment and 70% organic matter. The GPT at Model Yacht pond collected 15.9 tonnes – 15% litter, 13% sediment and 72% organic matter – and the Equestrian Centre's GPTs caught 3.96 tonnes of material. An unquantified amount of gross pollutants, primarily sediment, was captured by the numerous stormwater retention weirs located around the ponds system.

### **Controlling noxious weeds and pests**

The most serious weed species we have been managing this year is water primrose or *Ludwigia peruviana*. This plant is known as the lantana of the riparian zone – it is highly invasive and listed as a Class 2 noxious weed. We use non-residual chemical spraying and hand removal techniques to continually remove and suppress it around our ponds. The same methods are used to control glush weed (*Hygrophila costata*) in Kensington Pond, the only known infestation site in the Sydney region.

Golden wreath wattle (*Acacia saligna*) is a Western Australian species that is becoming widely naturalised along the east coast. It is prominent in the parklands but easily controlled with early intervention. Other woody weeds being removed include the introduced pest species Chinese hackberry (*Celtis sinensis*) and camphor laurel (*Cinnamomum camphora*).

A major focus in the coming year will be managing invasive introduced grass species such as paspalum, African feather grass and African love grass.

Rabbits are responsible for damage to sports fields, native vegetation and garden areas. We have achieved significant reductions in the rabbit population in Centennial Park this year using shooting, fumigation and biological control. We are also trying to control the numbers of European carp in our ponds by electro-fishing and dragnetting.

Australian white ibis, previously reported as a pest species increasing in numbers, have been successfully controlled by habitat modification and nest and egg destruction – with base level population numbers declining from 1400 birds in 2001 to 150 in 2005-06.

Our use of pesticides complies with the conditions set out in the licence issued by the Environment Protection Authority. This licence is reviewed and renewed each year. We cull rabbits in accordance with the directives given by the Rural Lands Protection Board for controlling declared pest species.

### Stone maintenance program

A key project completed this year was the lighting of the restored Griffin sculptures and the bronze statue of Sir Henry Parkes on Parkes Drive, near the Paddington Gates in Centennial Park. The lighting enhances these grand statues and provides a focus for visitors attending events and restaurant functions in the park after dark.

We also completed conservation work on the We Won statue, sundials and cannons in Centennial Park, and the historical columns, drinking fountains and stone fencing in Moore Park West.



### **Upgrading Grand Drive**

# Enhancing its heritage significance and improving access, parking and safety.

After an extensive program of consultation with community groups and park users, this year has seen a range of major infrastructure improvements to Grand Drive in Centennial Park. Our aim was to maximise benefits to park users, minimise impacts on the existing heritage trees, upgrade access and safety for all visitors, and improve the overall aesthetic of this significant heritage drive. The total cost of the work completed in 2005-06 is over \$3 million.

Centennial Park has an ageing and outdated underground services infrastructure. For example, the irrigation ring main that supplied pond water for irrigation throughout the park was becoming a hazard.

Our work this year has included:

- replacing the underground irrigation ring main
- installing a new potable or town water line to provide more drinking fountains in the park
- laying new electrical conduits for possible communication needs in the future.

Some other significant upgrades include:

- excavating and restoring the existing heritage sandstone curbing on the inside ring of the footpath
- rebuilding the asphalt footpath to improve drainage, access and safety
- removing and replacing the existing steel bollards with new sandstone blocks to act as both a kerb and wheel stop
- installing three new wheelchair accessible drinking fountains and eight new accessible seats.

We have also started planting a new line of trees along Grand Drive. These trees are a mix of Australian and exotic species, but all have a connection with the original plantings by the then Directors of the Botanic Gardens – Charles Moore in the 1880s and Joseph Maiden in the early twentieth century.

After months of construction and footpath diversions, the upgrade to Grand Drive was completed in April 2006. The entire circuit now boasts new sandstone kerbing, a complete path resurface plus new accessible seating and bubblers. The completed project was officially launched on 9 May 2006 with a community event at the Learners Cycleway. Local school students, residents, government representatives and community groups joined the Hon. Sandra Nori MP, Minister for Tourism and Sport and Recreation, and members of the Sydney Swans AFL team for a range of celebratory activities, including tree planting and a sausage sizzle.



From left to right: Improved asphalt footpath, The Hon. Sandra Nori MP and Sydney Swans coach Paul Roos plant a tree to commemorate the Grand Drive upgrade, New sandstone kerbs

# Our social performance

### The driving range at Moore Park Golf Course

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# Our social performance

The following challenges cover key areas of our work in 2005-06. As many of our plans and strategies extend over several years, the comment 'completed' means that we have completed what we planned to do for this year. The comments 'ongoing' or 'deferred' mean that we plan to complete or undertake the task in 2006-07. Any items that are 'on hold' are listed at the end of the table.

### **Our community**

Challenge	Comment
Offer education programs of historical, social and cultural interest and, where possible, explore opportunities to extend these programs.	Completed
Continue to develop and implement <i>Healthy Parks Healthy People</i> program.	Completed
Successfully host 25 events planned for 2005-06 in accordance with our event master plan.	Completed
Implement action plans from the sports strategy.	Completed
Implement the Moore Park Precinct event operations plan and explore development of 'heads of agreement' between agencies for a joint operational model.	Ongoing
Participate in the development of Moore Park Events Taskforce strategies for addressing traffic and parking management in and around the precinct.	Ongoing
Implement equitable access and amenities plan under the park improvement plan.	Completed
Implement Stage 1 of the signage master plan.	Completed
Complete the 2005 visitor survey and incorporate findings into the planning process.	Completed
Implement visitor safety and compliance program, including regulation education and enforcement.	Completed
Improve Centennial Parklands incident reporting system and risk management strategies.	Ongoing
Expand volunteers program to include vegetation rehabilitation.	Completed
Provide community consultation opportunities and involve community groups in the development of codes and policies.	Completed
Develop and install new exhibition at the visitor centre.	Deferred

### Our staff

Challenge	Comment
Improve the performance and development system for all staff by incorporating feedback.	Ongoing
Conduct the 2006 staff satisfaction survey and develop and implement plans to address the issues raised.	Deferred
Implement EEO strategies in accordance with our EEO program.	Ongoing
Implement and monitor our OH&S strategic plan and safety management system.	Completed

The following projects, listed as challenges in the social performance section of our 2004-05 annual report, are now reported on in the environmental performance section of this year's report.

- Develop detailed plans for the Queens Park Master Plan – consider community feedback and seek Ministerial approval.
- Complete toilet amenities at Federation Valley and the corner of Dickens and Parkes Drives.
- Commence Stage 1 of the Grand Drive refurbishment.
- Continue our stone maintenance program.
- Complete projects planned under the park improvement plan.
- Finalise Moore Park Master Plan (East-West) and start implementation.

Information about the adaptive re-use of the Superintendent's Residence is now in the economic performance section of this report.

The following projects from last year's annual report are on hold because they are not current Trust priorities or require additional resources.

- Commence implementation of Indigenous program, complete planting of the Guriwal bushtucker trail, and research development of an interpretive plan.
- Develop and implement a cycling code of conduct.



### Our future focus

In 2006-07 we plan to:

- Successfully manage our cultural events program, particularly impacts on the park environment and other park users.
- Expand our events program, through hosting events such as the 2006 NSW Open at Moore Park and Polo in Centennial Park.
- Make further improvements to our incident reporting and issues management system.
- Complete service level agreements for premier sports user groups.
- Hold quarterly meetings with cyclists to discuss park regulations, behaviour and safety issues.
- Implement Stage 2 of our signage master plan.
- Conduct our staff satisfaction survey.

### Assessing our social performance

GRI Indicator	Items	2	2002/03	2005/06
	Customer satisfaction (visitor study conducted every three years)			
PR8	Open spaces/grassed areas (rated good /excellent)	%	96	95
PR8	Bush area (rated good/excellent)	%	77	87
PR8	Ponds (rated good /excellent)	%	75	83
PR8	Formal gardens (rated good /excellent)	%	75	80
PR8	Sporting fields (rated good /excellent)	%	87	87
PR8	Golf Course (rated good /excellent)	%	96	76
PR8	Equestrian Centre (rated good /excellent)	%	89	93
PR8	Management of the environment (rated good /excellent)	%	86	87
PR8	Management of safety and security (rated good excellent)	%	68	78

GRI					
Indicator	Items		2003/04	2004/05	2005/06
	Visitation (visits per annum)	·000	5,223	5,327	5,460
	- excluding the entertainment precinct in Moore Park				
-	Value of media coverage	\$'000	3,502	3,208	3,340
-	Number of complaints		263	658	208
-	Number of Friends of Centennial Parklands		258	251	245
-	Staff satisfaction index (every 2 years – 2004)	%	74.2	-	-
LA2	Staff turnover	%	12.7	10	26.4
LA7	Number of lost time injuries	Full days	10	11	106
-	Number of participants at events (Centennial Parklands as venue manager)	'000 est.	141	159	165
HR4	% of new capital works in accordance with access strategy	%	100	100	100

#### Notes:

- We received 1004 items of visitor feedback overall 208 were complaints, 368 were compliments and 428 were related to accidents, incidents or observations.
- The staff satisfaction survey was deferred until 2006-07.