#### Performance indicator - responding to visitor feedback

We are committed to providing quality customer service to our park visitors and the local community and responding to any feedback they give us.

Visitor feedback is provided via online feedback forms on our website, by email, phone, fax and letter, or as verbal feedback to our office, visitor centre or our rangers. This year we have also included feedback from the evaluation forms that are distributed to participants of our visitor programs.

All the verbal and written comments we receive are centrally recorded on our incident reporting and issues management system (IRIMS). This system allows us to input comments, complaints and compliments electronically as they occur, and helps to make sure that any recurring concerns and views are clearly visible and can be addressed.

A total of 1004 feedback comments were recorded in IRIMS in 2005-06. Of these, 208 were complaints and 368 were compliments. The remaining 428 were reports of accidents, incidents or observations. These feedback comments are categorised in the table below.

In addition to the feedback recorded in IRIMS, approximately 120 letters were written to our Director and Chief Executive. Of these, 41 were letters providing feedback about the Moore Park Master Plan and the Plan of Management 2006-2016, both of which involved periods of community consultation inviting comments. Nineteen letters included car related comments and 22 were related to events, including both compliments and complaints. This feedback is delegated for response to the appropriate staff member by the Director and Chief Executive.

As part of a process of continual improvement in the use of IRIMS, this year we have incorporated the feedback received on evaluation forms from our visitor programs. This explains the new 'visitor programs' category in the statistics table. In 2006-07, we plan to make further improvements to IRIMS so we can include more detailed classification categories and incorporate letters sent to the Director and Chief Executive.

When our staff receive a feedback comment they complete a report and enter the feedback into IRIMS. The Business Systems Coordinator assesses the report and, if a response is required, delegates the report to the appropriate staff member to action. We aim to respond to verbal comments within 48 hours and written comments within 10 working days.

Our responses to complaints may include doing maintenance or repairs for reports of faults or breakages, making file notes to record a suggestion for future policy or planning consideration, providing an explanation or, if necessary, giving an apology.

#### Number of comments by classification

Classification	2003/04	2004/05	2005/06
Dog management	86	28	31
Cyclists	85	13	13
Construction works	18	0	0
Recreation facilities	35	4	23
Events	36	11	15
Anti-social behaviour	141	151	137
Car related	277	66	40
Rubbish	78	18	66
Management of assets	220	56	64
Visitor programs	-	-	344
Other	246	316	271
Total	1,222	663	1,004

#### Some examples of the 'complaints' we received this year

- A park user wanted to see more signs on the walking track to show that cycling and rollerblading was not allowed on the track.
- A park visitor wished to complain about another park user with a dog who refused to pick up dog droppings.
- A woman came into the office to drop off a mobile phone she had found in the park early on a Saturday morning. She suggested we have a lost and found drop off box so people don't have to come back with lost property during office hours.

#### Some examples of the compliments we received this year

- In a letter complimenting Centennial Parklands and our staff, a family said they had enjoyed activities such as spotlight prowl and junior rangers and particularly wanted to thank the rangers for their entertaining and educational presentation.
- A park user commended management on having car free days and commented on how it was a refreshing change to see the park without vehicle interference.

### Our guarantee of service

The Trust makes the following commitments:

- We aim to implement best practice in park management.
- We aim to provide a pleasant parkland environment in which a diversity of cultural and recreational activities can be undertaken.
- We aim to provide our visitors with a safe and enjoyable place to visit.
- We aim to provide high quality information and assistance.
- We aim to acknowledge or respond to correspondence within 10 working days.
- Our staff will identify themselves when dealing with customers and are committed to providing a friendly, courteous service.
- Our staff are interested in visitor suggestions and feedback to improve services.
- We aim to recognise and reward the abilities and achievements of our staff.



## Our community

We are committed to ensuring that the facilities and services provided in Centennial Parklands meet the needs and expectations of all the individuals and community groups who visit us each year.

#### **Our visitor programs**

We offer a diverse range of visitor programs including educational excursions, guided tours, community outreach, holiday programs, birthday parties, vacation care programs and themed events. In 2005-06, we delivered 337 programs attended by 13,647 participants. Wedding and picnic bookings also continued to be popular with a total of 51 bookings this year.

Our education and interpretation programs include historical, social and environmental activities such as spotlight prowls, birdwatcher's breakfasts, walks along the route of Busbys Bore, and workshops on wildlife photography or planting techniques to create colour and contrast in your garden. We have also expanded our program this year to include solar energy car programs, art for adults, new birthday party activities and three new sporting clinics during each school holidays. Another new program is a 'human impact' program that

looks at how humans have altered the environment. It covers the steps we are taking to ensure sustainability and how we can all improve our daily practices – such as disposing of litter correctly, preventing water pollution and not dumping unwanted pets.

We prepare safe work method statements for each program we deliver, and all staff and external contractors must sign a declaration to confirm they have read and understood our child protection policy and procedures.

Our visitor programs include a balance of free and fee-paying programs and activities to ensure they are accessible to everyone in the community, including school students and vacation care centres. Programs are designed to promote a healthy recreational lifestyle and an understanding and appreciation of the natural and cultural heritage of Centennial Parklands. Revenue from the programs is increasing, even though fees are scaled on a cost recovery basis.

	2003-04	2004-05	2005-06
Total no. of programs delivered	375	307	337
Total no. of participants	13,489	18,345	13,647
No. of participants in cultural and recreational activities	1,600	2,100	2,823
No. of participants in environmental education activities	11,815	15,913	10,824
Total revenue	\$55,000	\$60,000	\$66,000

Note: The spike in the number of participants in 2004-05 was due to the frog mobile program. This is a free program that may attract up to 1000 participants a time. This program was held less times in 2005-06. In 2006-07 we plan to add a range of new sporting and recreational programs such as soccer, rugby union, basketball and multi-sports camps.



#### Healthy Parks Healthy People

This year we coordinated and celebrated NSW's first ever Parks Week from 9-16 October 2005.

Parks Week encourages everyone to visit a park or garden to give themselves a natural lift and improve their health and wellbeing. It is an initiative of the *Healthy Parks Healthy People* program, initially developed by Parks Victoria and brought to NSW by the SUPER group – the Sydney Urban Parks Education and Research Group.

We are an active member of the SUPER group and some of the activities we held during Parks Week included:

- the first ever Centennial Parklands Pram-a-Thon, a fun and fitness program for mums and babies
- a Grand Kite day at the Parade Grounds
   grandparents and their grandchildren constructed
   and decorated their own kites and practised flying
   them, with advice from a kite expert
- the Sydney Morning Herald Good Food Month Spring Picnic 2005
- hand-held pony rides for children.

#### **Hosting events**

Twenty five events were held in Centennial Parklands in 2005-06, including a variety of community, sporting and music events. Our event revenue was \$747,208 excluding GST, compared to \$535,666 in 2004-05. This increase was due, in part, to our strategic approach to negotiating event licences and appropriate fee structures for commercial event clients.

Some of our key events this year included:

- a crowd of 19,000 people coming to see Missy Higgins at Centennial Park's Parade Grounds
   her largest live gig to date
- a capacity crowd of 20,000 people coming to see Jamiroquai at the Mission Fields, Centennial Park
- a total of 6,921 participants from 306 companies taking part in the annual JPMorgan Chase Corporate Challenge, a 19% increase from last year
- the eighth consecutive season of Moonlight Cinema, with a mixture of cult classic and new release films
- the Good Vibrations Festival in Moore Park, with five stages and an incredible line up of international and home-grown music artists
- a free outdoor fun event hosted by Nickelodeon for children aged 5 to 12, featuring appearances by SpongeBob Squarepants, Patrick Star and Dora the Explorer with her pet monkey Boots.

During 2005-06 we prepared an amendment to our Regulation which limits events to 20,000 people at one time. This increase in capacity will help us to meet market demand and allow us to stage a broader range of events, including perhaps a large scale film festival.

We are also actively pursuing opportunities for events other than music events to ensure a balanced program and safeguard this revenue stream against possible fluctuations in the music industry.

For more details about how we plan and manage the events in Centennial Parklands, please see page 40.

#### The Queen's Baton Relay

This year we were delighted to provide a focus and event management services for the Queen's Baton Relay. On Australia Day 2006, hundreds of people gathered in Centennial Park's Federation Valley to witness the Queen's Baton make its historic trip through Sydney on its way to the Melbourne Commonwealth Games. Relay runner Kelly Nao was officially welcomed at the Federation Pavilion – the location for the inauguration of the federation of Australia – by local MP Malcolm Turnbull and Professor John Niland, Chairman of the Centennial Park and Moore Park Trust.

After the formal proceedings Jodie Anstee, the Tourism Australia Young Tourism Ambassador, continued the baton on its journey through the suburbs of Sydney. The crowd of onlookers remained to enjoy a community sausage sizzle and an afternoon of music and entertainment.

#### Implementing our sports strategy

We have a comprehensive sports strategy to help us balance the high demand for quality sporting grounds – from new sporting groups and professional teams as well as clubs and schools that have traditionally trained and competed at Centennial Parklands. We liaise regularly with all seasonal sports groups and local schools and meet annually with our sports advisory group to discuss issues, needs and priorities.

The ES Marks Athletic Field continues to be used regularly by local and regional schools, with 65 carnivals held this year. We have also increased the casual training 'open nights' at ES Marks to three evenings a week to provide an affordable option for individuals to train. Up to 150 people attend these open nights.

During 2005-06, the Bus Loop Oval in Moore Park was upgraded to provide a higher grade field for elite sports users such as the Sydney Swans and the HSBC Waratahs.

In 2006-07 we plan to complete service level agreements for premier sports user groups – such as the Roosters, Swans and Waratahs – and hold quarterly meetings with cyclists to discuss park regulations, behaviour and safety issues.

#### Managing events in Moore Park

The Moore Park Precinct event operations plan promotes an integrated planning approach to managing events in Moore Park. We have monthly coordination meetings with NSW Police, the RTA, the Ministry of Transport and the State Transit Authority to assess the service levels needed for upcoming events and make sure we effectively manage crowds, pedestrian and vehicle flows, parking and public transport movements.

A significant and ongoing issue is the time taken for event visitors to get out of car parks into the surrounding road network. Managing this issue involves close coordination on each event day between car park operators, police and RTA personnel on site and the RTA traffic control centre. Ongoing efforts are being made to encourage patrons to use public transport and each month we work with other stakeholders to develop communication messages about parking availability, traffic conditions and public transport options. These 'messages' are publicised via the RTA's variable message signs, web links, telephone information hotlines and through the media.

The Moore Park Events Taskforce, chaired by the Premier's Department, looks at strategic management changes and physical infrastructure improvements that could improve access and egress times, enable better and safer pedestrian movements in the Moore Park precinct, and increase the take-up of public transport. Our Director and Chief Executive, Steve Corbett, participated in a number of joint agency planning sessions during 2005-06 and a taskforce report is expected to be presented to NSW Cabinet for consideration in 2006-07.

#### **Ensuring access**

All new projects in Centennial Parklands are designed and implemented in accordance with our equitable access plan, which aims to increase access to our facilities for people with disabilities. Some key achievements this year include completing three new fully accessible toilet amenities in Centennial Park and providing a fully accessible link around Grand Drive. with accessible parking and bubblers at key locations. We also installed a new suite of signage, which includes accessible signs.

#### Improving our signage

This year, as part of our signage master plan, we commissioned and installed a number of innovative signs and banners throughout Centennial Parklands.

The signage master plan was the result of an extensive design and stakeholder consultation process to find out the range of signs that would best meet the varying needs of our visitors. The process included an audit of existing signs and the identification of a 'way finding' strategy for visitors, as well as working out an appropriate balance between robustness and environmental compatibility in sign design.

Approximately 45 new signs have been installed so far including street signs, banner posts and information boards. Sixty more signs are scheduled for installation in 2006-07 as part of stage 2 of this important project.

#### Our visitor research

Visitor research plays a vital role in helping us manage our land and assets. This year we completed our major triennial visitor survey and found a change in user patterns that will help define our future management practices.

The aim of the research is to evaluate visitor perceptions of our management initiatives and monitor the current service performance of the businesses and recreational facilities in the parklands. It also provides estimates of visitor numbers and information on visitor demographics. The research involves on-site surveys, telephone surveys and focus groups.

Some interesting results from the 2005 surveys are that:

- Sixty per cent of visitors to Centennial Park, 20% of visitors to Moore Park and 24% of visitors to Queens Park visit at least once a week.
- Our visitors are more likely to come in larger groups - with 52% of visitors in 2005 being in groups of three or more, compared with 39% in 2002 and 34% in 1998.
- About 70% of visitors travel to the parklands by car - and over a third of these said they could not be discouraged from doing so.
- Twenty nine per cent of our visitors come primarily to walk, compared with 12% who are here for a picnic and 9% for cycling.
- The majority of visitors spend less than two hours in the parklands. A relatively high proportion of visitors stay for more than two hours, but this proportion is down from previous years.
- About 50% of users rate our facilities as either good or excellent and a number of ratings have improved since 2002 - including ratings for toilets, signs, bubblers and picnic tables.
- About 65% of visitors rated our ability to provide quality visitor information as excellent or good, compared to 30% in 2002.

We use the results of our research to help us set priorities and make significant decisions about, for example, the materials to use for our Grand Drive upgrade project, the types of signage our visitors need, and what services or amenities are important to them.

Our Park Improvement Plan 2003-2010 was based on extensive research and community consultation to help us develop a relevant and realistic suite of improvements for Centennial Parklands, both now and into the future.

#### **Promoting visitor safety**

In 2005-06 we started the implementation of our visitor safety program in Centennial Park to make sure all park users use the park safely. Phase 1 of the program - targeting speeding vehicles on Grand Drive - was completed in November 2005. Phase 2, completed in June 2006, focused on encouraging cyclists to comply with traffic regulations such as stop signs. During Phase 2 it was reported that 1220 cyclists failed to stop at intersections with stop signs in the park and only four cyclists did stop. Our rangers will continue to caution and give infringement notices to any vehicles, including cyclists, that do not comply with traffic regulations.

This year we also acquired two variable message signs (VMS) as a quick and highly visible way to communicate with park users about safety issues. They are used to target speeding and inform users of specific events, road works or road closures. The VMS also has a radar unit that gives motorists their travelling speed and encourages them to slow down.

#### Reporting incidents and managing risks

Our incident reporting and issues management system (IRIMS) allows us to centrally record any reports of incidents or accidents and address them as soon as possible.

We have safe work method statements for every visitor program and ranger work practice, and staff wear uniforms and all necessary personal protective equipment. We also monitor the weather for any activities and make sure all equipment is regularly maintained.

For each event we host, we convene an event assessment committee to assess the impacts of the event - including environmental impacts, community impacts, traffic management issues and legislative requirements – and complete a comprehensive risk assessment. All event organisers are also required to provide a risk assessment for their event and provide proof that they have \$20 million public liability insurance and workers compensation insurance.

#### **Our volunteers**

Our volunteer program is an important opportunity for the community to contribute to environmental projects in Centennial Parklands.

In 2005-06, seventeen volunteers completed approximately 430 hours of bush regeneration work in the Eastern Suburbs Banksia Scrub projects at York Road and the Bird Sanctuary. Visitor information volunteers contributed 216 hours of work at the visitor centre, and 92 volunteers from the general public helped with litter collection for Clean Up Australia Day in March 2006. This means we received a total of about 930 hours invaluable volunteer support during the year.

#### Consulting with the community

We involve community groups in the development of our codes, policies and plans whenever possible. For example, we undertook extensive public consultation with user and resident groups at all stages of the development of our new plan of management for 2006-2016. Our staff also attend a range of community forums such as meetings of the Queens Park Precinct Committee.

Our Community Consultative Committee (CCC) is made up of people who are regular users of Centennial Parklands and who want to be actively involved in preserving and improving the parklands and making sure it is used effectively. The committee met eight times during 2005-06 to discuss and work on a range of issues such as recreational opportunities, enforcement matters, conservation, traffic strategies, safety issues and infrastructure planning. They also made submissions to the Trust on the draft Plan of Management 2006-2016, the Moore Park Master Plan and heritage conservation issues.

This year we welcomed Allan Young as the new chair of the CCC. Allan has already served a two-year term as a member of the CCC and he and his young family are frequent visitors to Centennial Parklands. There is a full list of the current members of the Community Consultative Committee in Appendix 1.

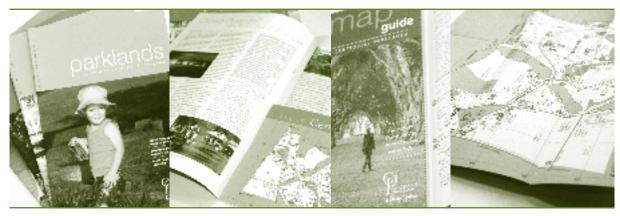
In 2006-07 we will be consulting community groups and the CCC on projects such as the Moore Park Master Plan, final changes to Carrington Drive, a community supporter / sponsorship program, and upgrade works to the Moore Park Golf Course and facilities.

The CCC is always keen to hear from others in the community. For more information, please call (02) 9339 6699 or email ccc@cp.nsw.gov.au.



## **External presentations given by our staff**

Staff member	Position	Presentation details
Amanda Bock	Director Strategic Planning and Projects	'Moore Park Master Plan – Traffic & Parking Issues Workshop, Parks Forum Board Meeting, September 2005.
Steve Corbett	Director and Chief Executive	'The Parklands and its Future'. Rotary Club of Randwick Meeting, Randwick NSW, May 2006.
		'Large Open Parklands – Balancing Economic, Social and Environmental Needs', Penrith Lakes Parklands Forum, Penrith NSW, June 2006.
Lara Craig	Recreation Liaison Officer	'Partners: A principle in modern managing is collaborating or partnering. Who are the appropriate partners for park agencies? What are the key components of successful partnering? To what extent should agencies engage with partners with commercial interests' Future Generation Parks – Youth Forum, Melbourne, Wednesday 17 May 2006
John Martin	Environmental Officer	'Australian White Ibis (Threskiornis molucca), WINNERS as an urban coloniser: A laboratory and field evaluation of vegetable oil to prevent eggs hatching'. Ibis Management Conference, Ibis Management Coordination Group, Gold Coast, Queensland, May 2006.
Paul Solomon Karen Scrivens	Senior Ranger – Education and Interpretation	'Perceptions and misconceptions of an urban parkland: Interpreting the divide through visitor programs'.
	Ranger – Education and Interpretation	Interpretation Australia Association Conference. Strahan, Tasmania, October 2005.
Bernadette Walker	A/Manager Visitor Programs	'Centennial Parklands Sport Strategy'. Parks and Leisure Australia, Sportsfields – Planning for New Growth workshop, Centennial Parklands, May 2006.



From left to right: Parklands magazine, Parklands magazine spread, Map Guide and Centennial Parklands map

#### Visitor information

Our visitor centre is located in the original Superintendent's Residence next to the Paddington Gates. It is open on weekends from 10.00 am to 3.00 pm and on weekdays by arrangement.

The centre includes a newly furnished lounge area specially for the Friends of Centennial Parklands. It offers free tea, coffee and newspapers and the opportunity for Friends to relax and enjoy this recently conserved Victorian style residence.

During weekdays, the parklands office area provides visitor information and answers any enquiries from the public. It also has a range of brochures and maps available free of charge.

In 2006-07 we are planning to have a redeveloped restaurant facility in Centennial Park which will include an information kiosk.

#### **Our publications**

We prepare a range of publications each year including our quarterly Parklands magazine and What's On brochure. Copies of these publications are distributed through our office, visitor centre, mobile ranger station, local businesses, licensees and in brochure holders within Centennial Parklands. We also post copies out to local libraries and visitor outlets within the Sydney metropolitan area.

Our 2004-05 annual report received a silver award in the 2006 Australasian Reporting Awards. Copies of our annual reports are available through our office or on our website.

#### Our map guide

In January 2006 we redesigned our map guide - a comprehensive way-finding and information brochure covering the whole of Centennial Parklands. Approximately 3,000 copies of this brochure are distributed each month through various outlets. We also mail out map guides with education, sport and event booking confirmations and other relevant correspondence, and post 100 copies each month to local libraries and visitor outlets.

#### Parklands magazine

Parklands magazine is produced quarterly, with a new issue released at the start of each season. This twelve page full colour A4 magazine is a key tool for communicating to government and corporate stakeholders as well as the Friends of Centennial Parklands. We produce 3,500 copies each guarter with approximately 1,700 copies posted by direct mail.

#### What's On

The What's On brochure is produced simultaneously with the Parklands magazine. It promotes school holiday activities, events and festivals and the broad range of visitor programs on offer in Centennial Parklands. In January 2006 we started doing a letter box drop of 10,000 brochures to residents in local suburbs.

We also produce poster sized versions of What's On and these are displayed in designated signage frames across twelve locations in Centennial Parklands.

#### Horse riding brochure

In September 2005 we produced a horse riding brochure to promote the equestrian facilities, horserelated activities and businesses provided in Centennial Parklands. 1000 brochures were produced, mainly for distribution within the Equestrian Centre.

#### Our website

In August 2005 we launched our newly designed website which incorporates a variety of new maps, visitor information and downloadable fact sheets. This new-look site is easier to navigate and features scaleable text size for accessibility.

#### e-news

Every two months we produce e-news, an electronic newsletter for lessees and licensees to keep them up to date on events, capital works and other information about the parklands. This publication ensures that these business operators are aware of the many and varied activities happening in Centennial Parklands and allows them to answer any queries from visitors as well as optimise their business opportunities.

#### **Ethnic affairs priorities statement**

We are committed to the principles of multiculturalism and encouraging the participation of people from diverse cultural and linguistic backgrounds in all our events and visitor programs.

Research for our new plan of management showed that the cultural diversity in the suburbs surrounding Centennial Parklands is significant, with 40% of the population in our local and district visitor catchment being born overseas. A key strategic direction in the plan is to promote cultural diversity and expression, and the use of the parklands for cultural activities.

In July 2006 we plan to host an inaugural Pic Nic au Parc with traditional French food and entertainment and live broadcasts from SBS radio.



#### **Events for everyone**

## Balancing the needs of all the different users of Centennial Parklands

Centennial Parklands is one of Sydney's most attractive and accessible outdoor venues.

In 2005-06 we successfully hosted twenty five events - ranging from a concert by Missy Higgins at the Parade Grounds, the ever popular Moonlight Cinema and the Good Vibrations festival to the annual JPMorgan Chase Corporate Challenge and dog obedience trials for our local Eastern Suburbs dog training club.

While many events generate much needed revenue to maintain the parklands, we have a continued commitment to facilitating charitable and community events - currently about 25% of all the events we host. One of the first major public music events to take place in Centennial Parklands was actually a charity rock concert. In March 1992 Australia's top international band of the time, INXS, headlined the Concert for Life and raised over \$600,000 for St Vincent's Hospital.

We carefully plan and manage all the events we host to make sure that impacts on both the natural environment and our neighbours are minimised. Our staff work closely with event organisers on all compliance areas including obtaining appropriate licences, traffic management, signage arrangements, litter control, wet weather contingencies and safety, security and emergency measures. People attending events are encouraged to use public transport so that traffic issues are minimised.

Each event must also have an individual sound management plan that meets the strict guidelines set by the Environmental Protection Authority. Our sound limits are lower than neighbouring venues such as the Sydney Cricket Ground – which makes it challenging for music concert promoters – and there are also limits and controls on the duration and timing of rehearsals, sound checks and the actual performance. Compliance with all these requirements is carefully monitored on the day of the event.

We also make sure we inform regular park users and local residents of any temporary changes in access arrangements and try to minimise distractions for local people not attending the event. For example, major events are not held during the HSC period in late spring, and music events are scheduled for Friday evenings and Saturdays where possible - taking into account traffic congestion and avoiding the nights before work and school days. If there is a music concert, we liaise with the Equestrian Centre to check when it will be safe to have horse riders in the park.

Although we actively seek to attract new and different visitors to Centennial Parklands, there are still many places in the parklands where public access is unrestricted or affected by events. Maintaining a balance between passive recreation and providing memorable events for our visitors is one of our greatest challenges, both now and in the future.



From left to right: Visitors enjoying special events, dog training trials and cultural festivals

## Our staff

We are committed to attracting, developing and retaining a professional workforce and providing a safe, productive and healthy workplace for our staff.

#### **Shared services**

Our corporate services - finance, human resources and information technology - are outsourced to the Department of the Arts, Sport and Recreation. Our staff are able to access human resource and occupational health and safety services at all times, either by telephone contact or through regular visits by the service provider. Staff are also able to access payroll and leave data via the online HR kiosk which is accessible from all our computers.

#### Number of employees by classification on 30 June 2006

Job classification	2002/03	2003/04	2004/05	2005/06
Administrative and clerical	27.5	31.1	34	33
Horticulture and ranger	31	31.6	28	25
Landscape architects	3	0.4	2	0.4
TOTAL	61.5*	63.1*	64**	58.4**

Totals excluded temporary and casual staff.

We also have one SES grade level 3 - our Director and Chief Executive.

#### Improving our performance and development system

In 2005-06 we developed a policy on improving performance, based on principles of procedural fairness. The aim of the policy is to enable managers to effectively identify and communicate performance expectations to staff and provide development programs to meet ongoing and future needs. We also purchased an 'Improving performance and conduct toolkit' developed by the Internal Audit Bureau to help managers implement the policy. This toolkit is available on our intranet and we will be conducting specific training in its use in 2006-07.

We provide a range of training and development opportunities for staff and support their attendance at both TAFE and university courses. This year 40 staff attended a total of 84 courses at a total cost of \$41,121. These courses included workshops on aquatic macrophytes, asset management and cost benefit analysis for projects, occupational health and safety and first aid courses, and sessions on writing promotional copy and contract administration.

This year we also reviewed our office accommodation and completed construction and fitouts to meet OH&S and working needs.

## Managing and communicating with

Our 2006 staff satisfaction survey will be conducted in the last quarter of 2006 and we will then develop and implement plans to address any issues raised.

Our Joint Consultative Committee (JCC) provides a formal framework for consultation between staff and senior management. It meets on a quarterly basis to:

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

The JCC is chaired by the Director Business Services and includes representatives from each area of the organisation - administration, field staff and rangers, the Public Service Association and Human Resources. Some key outcomes for 2005-06 include:

- endorsing a revised flexible working hours agreement for staff on flexitime
- liaising with management to help achieve a positive outcome during the restructure of the Visitor Experience group
- developing a draft sun protection policy and procedures.

Total includes temporary staff but excludes casual staff.

#### Implementing our EEO strategies

We are committed to making sure our workplaces are free of discrimination and harassment, and our practices and behaviours do not disadvantage people because they belong to a particular group. We also encourage staff to take advantage of flexible working arrangements and leave options to help them maintain an effective work / life balance.

#### Trends in the representation of EEO groups on 30 June 2006

	Benchmark				
EEO Group	or target	2002/03	2003/04	2004/05	2005/06
Women	50%	44%	46%	45%	45%
Aboriginal and Torres Strait Islanders	2%	0%	0%	0%	0%
People whose first language was not English	20%	11%	9%	9%	13%
People with a disability	12%	5%	4%	5%	6%
People with a disability requiring work-related adjustment	7%	3%	2.9%	0%	2%
Total staff	n/a	66	70	64	58
Response rate		100%	100%	100%	100%

#### Trends in the distribution of EEO groups on 30 June 2006

	Benchmark				
EEO Group	or target	2002/03	2003/04	2004/05	2005/06
Women	100	114	126	116	116
Aboriginal and Torres Strait Islanders	100	nc	nc	nc	nc
People whose first language was not English	100	nc	nc	nc	nc
People with a disability	100	nc	nc	nc	nc
People with a disability requiring work-related adjustment	100	nc	nc	nc	nc

#### Notes

- 1. Figures include temporary staff but exclude casual staff.
- 2. A distribution index of 100 indicates that the centre of the equal employment opportunity (EEO) distribution across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency, the lower the index. In some cases the index may be more than 100, indicating the EEO group is less concentrated at lower salary levels.
- 3.  $Nc = not \ calculated$ .
- 4. The distribution index is automatically calculated by ODEOPE software.

#### **Action plan for women**

The NSW Government action plan for women is a whole of government approach to improving the economic and social participation of women in society. At Centennial Parklands, we try to ensure that our workplaces are equitable, safe and responsive to all aspects of women's lives and work towards gender equity outcomes in all areas of policy development and service delivery.

Our Spokeswomen's program provides support and information for female staff and organises activities such as stress management sessions and morning teas to support charities such as breast cancer research. In March 2006, twenty staff attended International Women's Day activities which raised awareness of the achievements of women and how they overcame obstacles in the workplace.

#### Occupational health and safety

Our occupational health and safety (OH&S) and risk management training program aims to help all staff understand the OH&S legislative environment and our safety management system and policies, as well as their individual roles and responsibilities. The key message of this program is that everyone at Centennial Parklands needs to keep 'working at safety'. The majority of our managers have completed training in our safety management system and we will make sure that any new staff receive training in 2006-07.

During 2005-06 we undertook a job analysis for our arborist and horticultural teams to examine work tasks for foreseeable hazards and integrate controls into work procedures. As a result, we have altered the methods of completing certain tasks and made modifications to the physical working environment. We also introduced an injury prevention 'stretching' program for these teams to reduce strain and sprain injuries.

Our workplace health and safety committee meets on a monthly basis and provides advice and assistance to management on the resolution of any OH&S issues. They also carry out regular workplace inspections and review all incident and hazard reports.

There were no WorkCover prosecutions this year, but nine workers compensation claims were lodged and 743 hours were lost due to workplace injuries or illnesses. This is a significant increase in work hours lost, compared to the 287 hours lost in 2004-05, and is mainly due to one claim which involved a significant period off work and then a return to work on a part time basis.

In July 2005, our workers compensation portfolio was transferred from GIO to Allianz Australia. The transitional arrangements included a handover claims review plus a second claims review in March 2006. All active claims were discussed and strategies developed to contain costs.

Davidson Trahaire Corpsych, our employee assistance program provider, gave a briefing to our management team this year to remind them of the benefits of the Manager Assist program – which provides advice about managing staff issues that are impacting on the workplace. There was an increase in staff utilisation of the employee assistance program in 2005-06, but no Manager Assist referrals. A total of 27 staff were also vaccinated under our flu vaccination program.

#### Our safety statistics as at 30 June 2006

Year	2002/03	2003/04	2004/05	2005/06
Number of workers compensation claims	9	12	10	9
Cost per claim per employee	\$121	\$379	\$1,416	\$6,352

Note

The increase in cost per claim per employee in 2005-06 is mainly due to one significant claim.

# Our economic performance



## Our economic 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
Prepare a five year financial strategy to guide our business focus.	Completed
Continue to implement our new corporate reporting framework.	Ongoing
Regularly review our policies and procedures.	Completed
Develop and use our asset management system.	Ongoing
Incorporate the conservation management plan into our asset management systems.	Ongoing
Develop and use a property management licence database.	Completed
Investigate the adaptive re-use of the Superintendent's Residence in Centennial Park and the Toll House in Moore Park.	Completed
Assist in the evaluation and implementation of a common financial system for the Department of Tourism, Sport and Recreation.	Completed
Fully utilise the electronic procurement capabilities of the financial information management system (FIMS) and start to roll out online purchasing, enquiry and financial reporting to all relevant administrative staff and line management.	Ongoing
Investigate new business opportunities eg Moore Park Rotunda, merchandise licence in Driver Avenue, and a food and beverage outlet in Queens Park.	Completed
Implement actions from the Centennial Parklands Foundation strategic program.	Completed

Our planned review of the Centennial Park and Moore Park Trust Act 1983 was deferred until 2007.



In 2006-07 we plan to:

- Implement our five year strategic financial plan.
- Conduct a post-implementation review of our customer information management system (CIMS).
- Implement environmental improvements using Green Corps and corporate volunteers.
- Complete a 'call for proposals' process for the Centennial Parklands Restaurant, appoint a new licensee and start upgrade works.
- Implement cost recovery of NSW Police and RTA charges for Moore Park precinct traffic management.
- Prepare detailed plans for the redevelopment of the Golf House facility to improve viability and visitor experience.
- Create and develop a new schedule of benefits and discounts for Friends of Centennial Parklands.

## Assessing our economic performance

GRI Indicator	Items		2003/04	2004/05	2005/06
EC3	Open space cost per visit	\$	1.45	1.30	1.14
EC2	Visitors outside 5km radius	%		37%	34%
EC3	Maintenance costs as a % of asset value	%	0.64	0.53	0.35
EC13	Total asset value	\$M	610.7	660.0	722.9
EC3	Net cost to Government per visit	\$	0.80	0.54	0.52
EC3	Net cost to Trust per visit	\$	2.14	2.69	2.55
EC9	% of overall operating costs funded by Trust revenue	%	75.3	85.8	83.6
EC1	Revenue growth	%	15.6	10.9	9.4

#### Our payment performance

#### Account payment performance

Accounts payable at the end of each quarter	Quarter ended Sept 2005 \$	Quarter ended Dec 2005 \$	Quarter ended March 2006 \$	Quarter ended June 2006 \$
Current (within 30 days)	132	49,164	39,071	1,056,212
Overdue less than 30 days	0	16,727	26,175	140,135
Overdue between 30 and 60 days	0	3,571	0	10,622
Overdue between 60 and 90 days	0	0	135	220
Overdue more than 90 days	0	0	2,439	18,362

In 2005-06, the overdue accounts payable at the end of each quarter were due almost entirely to disputed invoices. The dollar value of these transactions is relatively small.

		Total accounts pa	iid on time	Total amount paid
Total value of accounts paid	Target %	Actual %	\$	\$
September quarter	95	96	3,808,699	3,980,419
December quarter	95	82	5,327,767	6,517,803
March quarter	95	90	2,780,669	3,078,331
June quarter	95	84	3,801,127	4,531,427

The percentage of total accounts paid on time was above the benchmark for the first quarter, but below the benchmark for the next three quarters of the financial year. Our performance in 2005-06 was however significantly better than in 2004-05. This was because of the reduced impact of staff turnover at our shared services provider and the introduction of improved procedures in the final part of 2004-05.

We actively manage our current revenue sources and continually investigate further business opportunities and partnerships to enhance our economic sustainability.

#### Our five year financial strategy

During 2005-06, we developed and started to implement a five year strategic financial plan. Our aim is to reduce volatility in our revenue streams while still maintaining control of our costs. This year we reduced our financial risk profile in relation to leases and licences by 38%, and refined our financial reporting systems to enable better understanding of cost drivers. We also developed new funding sources for the Trust's capital program.

#### Our investment performance

In 2005-06 the Trust continued to invest surplus funds in the appropriate NSW Treasury Corporation Hourglass investment facility that matches the duration of the underlying liabilities for which the Trust is holding funds. Surplus funds have been invested in the cash facility and bond market facility to meet our short-term cash flow requirements and specific future capital project commitments. The appropriate benchmark performance for comparison for the cash facility is the UBSWA Bank Bill Index. The benchmark for the bond market is 60% UBSWA Australian Composite Bond Index (0+ years) and 40% UBSWA Bank Bill Index.

#### Hourglass investment on 30 June 2006

Investment performance criteria	2003/04	2004/05	2005/06
Value of cash facility on 1 July	\$19,420	\$4,346,721	\$736,481
Value of cash facility on 30 June	\$4,346,721	\$736,481	\$478,396
Interest income earned	\$213,531	\$189,975	\$41,914
Actual rate of return	5.25%	5.59%	5.69%
Benchmark rate of return	5.30%	5.64%	5.76%
Value of bond market facility on 1 July	\$3,993,745	\$4,125,947	\$4,412,322
Value of bond market facility on 30 June	\$4,125,947	\$4,412,322	\$4,582,588
Interest income earned	\$132,203	\$286,375	\$170,265
Actual rate of return	3.31%	6.95%	3.86%
Benchmark rate of return	3.45%	7.09%	4.04%

The Trust used part of its holdings in the TCorp cash facility to assist in funding its contribution to the park improvement plan. After allowing for fees, the return on both the cash facility and bond market facility were in line with the benchmark rate of return.



#### Our corporate reporting framework

We have a five year strategic plan – our Corporate Business Strategy 2002-2007 - from which we develop our annual business plan. This business plan includes a number of key performance indicators and we report to the Trust on these indicators every quarter. In addition, at each Trust meeting throughout the year, we provide trustees with progress reports on all key projects and actions being undertaken. The business plan is also used for regular reporting to the Minister.

We monitor our financial performance on a monthly basis and provide reports to the Trust. Each director is also required to report quarterly on the achievement of their financial and other directorate targets.

Our annual business plan also drives team and individual work plans which are monitored throughout the year.

#### Reviewing our policies and procedures

During 2005-06 we reviewed our procurement manual, our avian disease plan and procedures, and our child protection policy and procedures.

Our procurement manual sets out the guidelines and procedures for all staff associated with the procurement of capital or major maintenance contracts at Centennial Parklands. In 2005-06 we reviewed the manual to incorporate changes in government policy and process improvements identified throughout the year from staff feedback, internal audits of projects and post-project reviews.

The aim of our avian disease plan and procedures is to protect our staff and the public from any sort of bird-borne disease as well as minimise, monitor and appropriately manage disease in bird populations in the parklands. It provides guidance on bird handling as well as monitoring and reporting procedures. We updated the plan this year in response to lower threat levels for avian influenza.

We updated our child protection policy to reflect changes in position titles from a recent organisational review, include a notification form – as suggested by the NSW Ombudsman – and change references to 'child abuse' to 'reportable conduct'. An implementation and monitoring schedule was incorporated to make sure all staff are keenly aware of their responsibilities under child protection legislation. We also conducted training in child protection for all senior staff, mandatory reporters and Equestrian Centre licensees.

#### Managing and maintaining our assets

During 2005-06, we have developed a property management licence database and are currently working on a heritage asset management plan,

required by the NSW Heritage Office. This plan involves aligning the heritage information in the conservation management plan with the Mainpac asset database and will be completed in January 2007.

In 2005 we were working on an asset management framework with the Royal Botanic Gardens (RBG) in Sydney. In October 2005, the RBG abandoned use of the Mainpac asset database and withdrew from the joint project. We have continued to develop the database and have extended its use into routine maintenance planning and costing.

#### Major assets / land acquired during the year

Grand Drive upgrade	\$4.04 million
Signage master plan implementation	\$0.67 million
New toilet amenities	\$2.85 million
New services	\$0.41 million
Total	\$7.97 million

Note: these figures are accumulated over 2004-05 and 2005-06.

Major assets/ land disposed of during the year There were no major assets disposed of in 2005-06.

#### Major assets other than land holdings

The Trust owns \$0.89 million in plant and equipment and \$0.10 million in computer equipment.

#### Investigating the adaptive re-use of our assets

During 2005-06 we explored the potential adaptive re-use of the Superintendent's Residence in Centennial Park to make sure the maximum social, heritage and economic value of the building was being realised. An asset management report, a conservation management plan and building data sheets were prepared by the Government Architect's Office.

The asset management report included a needs audit of the surrounding area, a services audit of the existing infrastructure, a building audit of the site, recommendations for preferred uses of the building, an outline of the services required to design, construct and maintain each option, and the capital costs involved. The conservation management plan and building data sheets provided direction for how the building could be developed and managed to make sure its heritage value is not compromised.

The possible options provided by the Government Architect's Office included commercial operations and offices for the Centennial Parklands Friends and Foundation.

A number of options were considered for the Toll House in Moore Park, as part of a business case for the Golf House precinct, but they are unlikely to be viable.

#### Managing our financial information

Since July 2005, we have been implementing our finance information management system (FIMS) and have worked to maximise benefits from the new system.

We have also set up and implemented the customer information management system (CIMS) that is used across the Department of the Arts, Sport and Recreation. CIMS has many features and we are currently using the bookings module and the debtors functionality. A number of our business processes have already been re-engineered to improve efficiency and effectiveness.

Next year we will be investigating whether there are further CIMS modules that would be beneficial for us to use.

#### Risk management and insurance

Our insurance coverage is with the NSW Treasury Managed Fund and includes policies for workers compensation, public liability, motor vehicle, property and miscellaneous insurance. After experiencing losses in the past, when for example asbestos was found in the soil in an area of Moore Park, we plan to develop a reference list of the types of insurance similar parklands have and negotiate strategies for managing any 'gaps' in coverage.

If an incident occurs in Centennial Parklands that may have insurance implications, we send the details to the Trust's risk managers for advice and liaison with our insurers. All incidents are investigated and any associated maintenance issues addressed via a work request system. Our occupational health and safety committee conducts regular workplace inspections and reviews all incident and hazard reports.

We incorporate risk mitigation strategies into all our dayto-day activities and programs and into key documents such as licence agreements. We also regularly review and update our safe work method statements.

As part of our annual business planning, we prepare a list of potential risks and mitigation strategies. These 'risks' range from variations in the business viability of key lessees and licensees and other funding sources to traffic and parking issues and the effect of continuing drought conditions on the environment of the parklands.

During 2005-06 we also commissioned an internal audit of our corporate governance framework to identify any areas or processes that may need to be strengthened.

#### **Delivery of electronic services**

Our website includes a facility for members of the public to provide us with feedback on a range of issues as well as applications forms for booking picnics and weddings, proposal forms for special events, and booking request forms for Centennial Square. When we implemented CIMS this year, we were also able to introduce a facility to receive payments by credit card.

#### Investigating new business opportunities

In March 2005 we undertook an expression of interest process for the Moore Park Rotunda, but received no responses. Since then, there has been renewed interest in the site and we are currently assessing some initial business proposals.

We have also identified Queens Park and possibly Moore Park as appropriate locations for additional mobile food outlets. An expression of interest process is planned for these sites in 2006-07.

#### Filming and photography

Filming and photography continues to increase the profile of Centennial Parklands, with 42 filming activities and 82 photo shoots yielding \$83,000 (excluding GST) in 2005-06.

The level of business depends on activity in the industry, but we continue to foster industry relationships and develop best practice in location management.

#### Our fees and charges

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

Our new rates for 2006-07 will come into effect in August 2006 and will be available on our website. The majority of the fees and charges will only be increased in line with the CPI.



#### Implementing strategies from the Foundation business plan

The Centennial Parklands Foundation is an independent charitable organisation established by the Trust. Its key focus is to provide funds for environmental and educational projects endorsed by the Trust.

Some key actions implemented from the Foundation's business plan in 2005-06 include:

- appointing an executive officer in October 2005
- drafting a memorandum of understanding with advertising agency Vitamin X for pro-bono services
- lodging two successful applications for water saving grants.

Full details of the work of the Foundation in 2005-06 are in the separate Foundation annual report.

For more information on our economic performance, please see Appendix 2. Banksia serrata



#### Water saving grants

# Will help us to save approximately 12 million litres of town water a year.

The Rose and Column Gardens are located on the western side of Parkes Drive in Centennial Park, Both gardens are regularly used for special functions, such as weddings, so it is important that the plants and lawns 'look good' and are maintained in optimum condition all the year round.

In 2005-06, the Centennial Parklands Foundation was awarded two water savings grants - a town water saving grant of \$139,980 funded by the Department of Energy, Utilities and Sustainability and a community water grant worth \$45,000 from the federal government.

This funding has enabled us to institute a range of water saving projects, including connecting all of the irrigation of the Rose and Column Gardens to pond water. Before this work was done, the water used for the gardens was 50% potable 'town water' and 50% non-potable 'pond' water.

The 'water saving' work completed this year included irrigation improvements, such as creating new connections and water meters to the non-potable ring main supply. Additional high efficiency sprinkler heads and drip irrigation, together with 100% non-potable water usage, will result in significant water savings for these relatively high maintenance horticultural park features. Heavy mulch on the rose garden beds will also improve moisture retention rates and reduce evaporation rates, resulting in further water savings.

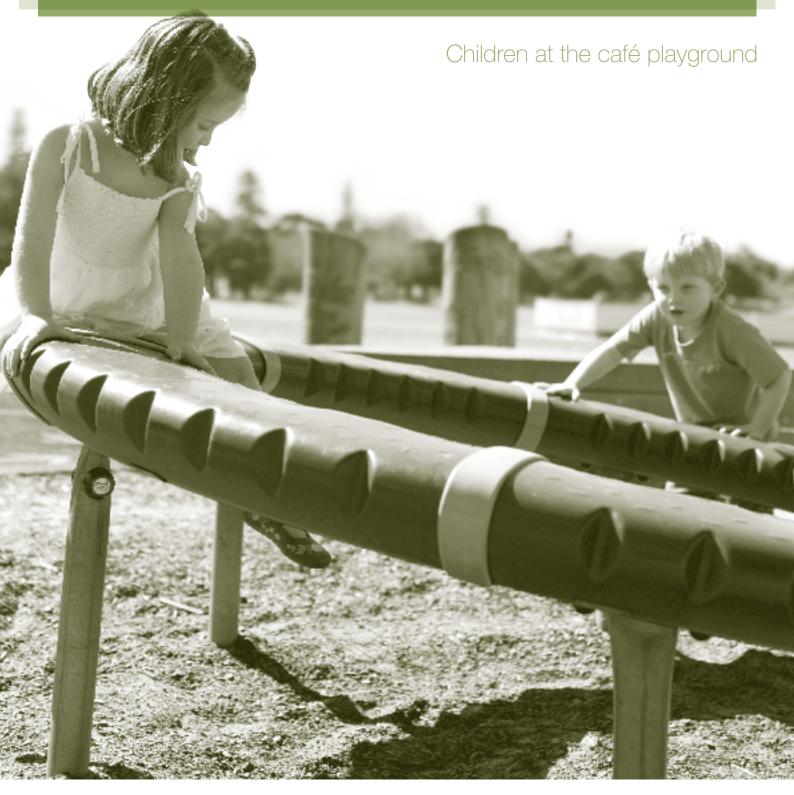
In 2006-07, the Rose and Column Gardens irrigation system will be linked to the central computer operational system in the Centennial Parklands Works Depot so we can monitor consumption and adjust water usage to prevailing weather conditions.

We will use the remainder of the grant money to connect amenities (toilet flushing) and the Equestrian arena's watering system to the irrigation supply.



Installing new non-potable irrigation to the Column Garden

# Appendices



# Appendices

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# Appendix 1 – Governance

#### Statement of responsibility

The Centennial Parklands Director and Chief Executive, senior management and other staff have implemented an internal control process to provide reasonable assurance regarding the achievement of our objectives. Our audit function includes a program of reviews to assess these controls.

To the best of my knowledge this system of internal control has operated satisfactorily during 2005-06.



Steve Corbett Director and Chief Executive

#### Code of conduct

The Centennial Parklands code of conduct outlines the expected standards of behaviour and guides staff on how to deal with ethical issues that may arise in the course of their work.

Our values as an organisation are based on trust and respect and recognition of the significant roles we play in managing the parklands. The code of conduct is an important element of maintaining that trust.

The code of conduct is next due for review in February 2007.

In 2005, the NSW Audit Office conducted a compliance review of appointment to and the operations of boards. In response to findings in this audit, a separate code of conduct was adopted for the Board of Trustees and the Governors of the Centennial Parklands Foundation. This also included an updated register of declared interests.

#### Credit card certification

It is the policy of Centennial Parklands to limit the use of permanent corporate credit cards to staff responsible for official functions. On 30 June 2006 one card was on issue.

The only card issued at present is to the Director and Chief Executive. I certify that all charges were incurred for official purposes and that transaction dockets showed details of the nature and purpose of the expenditure. These acquittals are examined and authorised by the Director Business Services.

Our policy and procedures in force during 2005-06 complied with best practice as detailed in the policy and guidelines paper issued by Treasury in June 1999.



Steve Corbett Director and Chief Executive

#### **Meetings of the Trustees**

A total of 10 Trust Meetings were held during 2005-06.

#### Attendance at meetings

Trustee	Trust meetings	Finance committee	Audit committee	Marketing committee	Foundation Board of Governors
Professor John Niland AC	Chair 10 (10)	4 (4)	2 (3)		2 (4)
Annabelle Bennett AO	9 (10)				2 (4)
David Leckie	5 (10)			4 (4)	
Michael Marx AM*	1 (10)		1(3)		
Yvette Pietsch	7 (10)		2 (3)		
Margaret Varady AO	9 (10)	3 (4)			4 (4)
John Walker	9 (10)	4 (4)	1(3)	3 (4)	
Sarah Whyte	6 (10)				Chair 4 (4)
Allan Young**	5 (10)				

<sup>\*</sup> Retired November 2005

- 1. The table shows the number of Trust and committee meetings attended by each Trustee during 2005-06, with the number of meetings held during the time shown in brackets.
- 2. Other members of the Finance Committee are: Sue Power (NSW Treasury), Cary Mather (NSW Treasury), Steve Corbett (Director & Chief Executive), Marlene Krasovitsky (Director Business Services to February 2006), Robert Hermann (A/Director Business Services from February 2006), Anthony Shaw (External Financial Advisor), John Cuthbert (Manager Finance Services).
- 3. Other members of the Audit Committee are: Dennis Krallis (Deloitte Touche Tohmatsu), Ron Hegarty (NSW Audit Office), Mary Mahoney (NSW Audit Office). Steve Corbett (Director and Chief Executive). Marlene Krasovitsky (Director Business Services to February 2006), Robert Hermann (A/Director Business Services from February 2006), Anthony Shaw (External Financial Advisor) John Cuthbert (Manager Finance Services).

- 4. Other members of the Marketing Committee are: Steve Corbett (Director and Chief Executive), Sarah Dinning (Director Visitor Experience to September 2005), Danyelle Droga (A/Director Visitor Experience from September 2005), Sandra Chipchase (Sydney Harbour Foreshore Authority).
- 5. Other members of the Foundation Board of Governors are: Phillip Black (City of Sydney Council), David Butcher (Greening Australia), Richard Cobden (Nigel Bowen Chambers), Geoffrey Cohen AO (Minter Ellison Lawyers), Crystal Condous OAM (Crystal Condous Consulting Services), Jack Cowin (Competitive Foods Australia), Peter Duncan (Premier's Department), Steve Corbett (Director and Chief Executive).

<sup>\*\*</sup> Commenced February 2006

#### **Centennial Parklands Foundation Board of Governors**

The Foundation Board of Governors met 4 times during 2005-06.

Sarah Whyte	Chair and Trustee
Annabelle Bennett AO	Trustee and Judge of the Federal Court
Phillip Black	Councillor of the City of Sydney
David Butcher	CEO Greening Australia
Richard Cobden	Barrister Nigel Bowen Chambers
Geoffrey Cohen AO	Partner Minter Ellison Lawyers
Crystal Condous OAM	Principal Crystal Condous Consulting Services
Jack Cowin	Executive Chairman Competitive Foods Australia
Peter Duncan	Executive Director Infrastructure Implementation Group Premier's Department
Professor John Niland AC	Chairman of the Centennial Park and Moore Park Trust
Margaret Varady AO	Trustee and Principal of Sydney Girls' High School.
Steve Corbett	Director and Chief Executive Centennial Parklands

### **Community Consultative Committee**

A total of 9 Community Consultative Committee Meetings were held during 2005-06.

Representative	Term
Yvette Pietsch	January 2002 – February 2006 (Chair since February 2004)
Allan Young	January 2004 - February 2008 (Chair since February 2006)
Sarah Dinning	January 2000 – September 2005 (Director's representative)
Danyelle Droga	September 2005 (Director's representative)
Susette Dixon	September 2002 – September 2006
James Harrison	January 2002 – February 2006
Michael McDonald	January 2004 – February 2008
Fran Meagher	January 2004 – March 2006
Todd Philpott	January 2004 – February 2006
Sandy Pratten	January 2004 – February 2008
Peter Reid	January 2004 – February 2008
Ann Bilmon	April 2006 – April 2008
Robert Goodman	April 2006 – April 2008
Craig Lyons	April 2006 – April 2008
Clare Skinner	April 2006 – April 2008

## Significant committees established and abolished

There were no significant committees established or abolished.

### **Significant Centennial Parklands' committees**

Committee	External representatives	s
Bushland Management Group	Paul Adam Martin Bremner Denis Collister Bettina Digby Daniel Goulburn Daniel Grover Alison Halliday	Paul Ibetson Joe Johnson Helen Kemp John Lennis Roslyn McCulloch Sandy Pratten
Centennial Parklands Equestrian Centre Advisory Committee	Pamela Bode Alex Clarke Kate Guilfoyle	Rosemary Gough Tim Roberts Jamie Winning
Design Review Panel	Catherin Bull Oi Choong	Peter Mould Alex Tzannes
Golf Course Coordination Committee	Mel Dunn Harry James	Jon Urquhart
Moore Park Master Plan Project Steering Group	Linda Corkery Chris Ford Kevin Simmonds	Cameron White Daryl Clout
Plan of Management Steering Committee	Brett Cheatley James Harrison Reece McDougall	Yvette Pietsch Margaret Varady Bob Waldron
Sports Advisory Group	Doug Atkinson Ron Crawford Graeme Dedrick Laurie Heil	Wayne Morgan Greg Weiss Derek Zilich



## Significant committees with Centennial Parklands' representation

Officer	Position	Committee
Stephen Anderson	Manager Site Services and Projects	Central Sydney Operations Group, Premier's Department; Moore Park Events Operations Group.
Amanda Bock	Director Strategic Planning and Projects	Moore Park Events Taskforce; Construction Resources User Group.
Nicola Bryden	Coordinator Planning and Conservation (Until December 2006)	Department of Infrastructure, Planning and Natural Resources  – Sydney Metropolitan Greenspace Program – Independent Reference Panel (Parks and Leisure Australia NSW) representative.
Colin Cheshire	Ranger	Woollahra Council Animal Advisory Committee; Randwick Council Community Safety Committee; NSW Police Surry Hills Local Area Command's Police Accountability Community Team.
Steve Corbett	Director and Chief Executive	Parks Forum Leadership & Relationship Standing Committee  - Chair; Member of Board Parks Forum; Sydney Urban Parks Education and Research Group; Moore Park Events Taskforce; Department of the Arts, Sport and Recreation Corporate Services Steering Committee; Centennial Parklands Foundation; Centennial Parklands Foundation Management Committee.
Craig Van Dartel	Project Officer Marketing	Moore Park Precinct Marketing Group; Moore Park Events Operations Group.
Sarah Dinning	Director Visitor Experience (Until September 2005)	Parks Forum Ltd – Company Secretary; Sydney Urban Parks Education and Research (SUPER) Group; Chair, SUPER Marketing Committee; Centennial Parklands Foundation Management Committee; Chair, National Healthy Parks Healthy People Coordination Group.
Danyelle Droga	A/Director Visitor Experience (From September 2005)	Moore Park Precinct Marketing Group; Sydney Urban Parks Education and Research (SUPER) Group; SUPER Marketing Committee; Centennial Parklands Foundation Management Committee; Friends of Centennial Parklands Reference Group; NSW Healthy Parks Healthy People Working Group; National Healthy Parks Healthy People Coordination Group.
Rachel Ely	Manager Visitor Programs	Interpretation Australia Association – Treasurer.
lan Innes	Director Park Assets	Moore Park Events Operations Group; Central Sydney Operations Group, Premier's Department; City of Sydney – Hyde Park Tree Management Plan Steering Committee; City of Sydney – Significant Tree Register Review Panel.
Marlene Krasovitsky	Director Business Services (Until February 2006)	Conference Standing Committee, Parks Forum.
John Martin	Environmental Officer	Sydney Central Region Weeds Committee; Sydney South Region Feral Animal Management Committee; South Sydney–Centennial Park Floodplain Risk Management Committee.
Yvonne Sinclair	Marketing Services Officer	Centennial Parklands Foundation; Centennial Parklands Foundation Management Committee; Moore Park Precinct Marketing Group.
Lisa Taylor	Coordinator Events and Recreation Services (Until December 2005)	Central Sydney Operations Group, Premier's Department.
Julie Hunter Ward	Communications Officer	Media and Communications Group, Premier's Department.

#### Freedom of information and statement of affairs

#### Statement of affairs

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

#### Structure and functions

The primary responsibility of the Trust is to ensure the sustainable management of urban parkland and leisure facilities on behalf of the people of NSW. The Centennial Parklands Plan of Management and associated key result areas have been developed to help us meet these objectives. The organisational chart and formal structure of the Trust are on page 16 of this report.

#### Effect of functions on members of the public

The Trust has a direct effect on the public by encouraging the use and enjoyment of Centennial Parklands. Our objectives are to maintain and improve Trust lands and encourage their use and enjoyment by increasing the recreational, historical, scientific, educational, cultural and environmental value of the lands, maintaining the right of the public to use the lands, and protecting the environment in the parklands.

#### Public participation in policy development

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

### Categories of documents held by the Trust

The categories of documents held include:

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

#### Accessing and amending Trust documents

Policy documents, annual reports and brochures may be obtained by contacting Centennial Parklands administration.

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

#### The FOI and Privacy Officer

Centennial Parklands Locked Bag 15 Paddington NSW 2021

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

Arrangements can be made to obtain copies of documents or to inspect them by contacting the FOI and Privacy Officer (02) 9339 6699 or emailing info@cp.nsw.gov.au.



#### Freedom of information statistics

New requests   Personal   O		2002/03	2003/04	2004/05	2005/06
Total to be processed	New requests				
Total to be processed	Personal	0	0	0	0
Personal	Other	0	1	1	2
Personal   0	Total to be processed	0	1	1	2
Other         0         1         1         2           Total processed         0         1         1         2           Ministerial Certificates issued consultations         0         0         0         0           Requests requiring formal consultations         0         0         0         0           Requests for amendment of personal records         0         0         0         0           Requests for notation of personal records         0         0         0         0           Unfinished requests         Personal         0         0         0         0           Other         0         0         0         0         0         0           Other         0         0         0         0         0         0         0           Total granted in part or refused         0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0	Completed requests				
Ministerial Certificates issued	Personal	0	0	0	0
Ministerial Certificates issued	Other	0	1	1	2
Requests requiring formal consultations	Total processed	0	1	1	2
Requests for amendment	Ministerial Certificates issued	0	0	0	0
of personal records         Requests for notation of personal records         0		0	0	0	0
Dersonal records	•	0	0	0	0
Personal         0         0         0         0           Other         0         0         0         0           Total granted in part or refused         0         0         0           Note: There were no other bases for requests to be granted in part or refused.         0         \$0         \$0           Costs and fees of requests processed         \$0         \$0         \$0         \$0           Assessed costs         \$0         \$30.00         \$30.00         \$0           Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         Personal         0         0         0         0           Other         0         0         0         0         0         0           Total discounts         0         0         0         0         0         0         0         0           Significant correction of personal records         0	· ·	0	0	0	0
Other         0         0         0           Total granted in part or refused         0         0         0           Note: There were no other bases for requests to be granted in part or refused.         Costs and fees of requests processed           Assessed costs         \$0         \$0         \$0           Fees received         \$0         \$30.00         \$30.00         \$0           Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         Personal         0         0         0         0           Other         0         0         0         0         0           Total discounts         0         0         0         0           Significant correction of personal records         0         0         0         0           Processing time         Personal         0         0         0         0           Other         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other varied         0         0         0         0	Unfinished requests				
Total granted in part or refused         0         0         0           Note: There were no other bases for requests to be granted in part or refused.         Costs and fees of requests processed           Assessed costs         \$0         \$0         \$0           Fees received         \$0         \$30.00         \$30.00         \$0           Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         Personal         0         0         0         0           Other         0         0         0         0         0         0           Total discounts         0	Personal	0	0	0	0
or refused           Note: There were no other         bases for requests to be granted in part or refused.           Costs and fees of requests processed         \$0         \$0         \$0           Assessed costs         \$0         \$30.00         \$30.00         \$0           Fees received         \$0         \$30.00         \$30.00         \$0           Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         Personal         0         0         0         0           Other         0	Other	0	0	0	0
requests processed           Assessed costs         \$0         \$0         \$0           Fees received         \$0         \$30.00         \$30.00         \$0           Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         Personal         0         0         0         0           Other         0         0         0         0         0         0           Total discounts         0	or refused Note: There were no other bases for requests to be	0	0	0	0
Fees received         \$0         \$30.00         \$30.00         \$0           Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         Personal         0					
Total costs and fees         \$0         \$30.00         \$30.00         \$0           Discounts allowed         0	Assessed costs	\$0	\$0	\$0	\$0
Discounts allowed   Personal   0	Fees received	\$0	\$30.00	\$30.00	\$0
Personal         0         0         0         0           Other         0         0         0         0           Total discounts         0         0         0         0           Significant correction of personal records         0         0         0         0           Processing time         0         0         0         0           Other         0         2         4         10           Total hours         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other upheld         0         0         0         0           Total grounds on which         0         0         0         0	Total costs and fees	\$0	\$30.00	\$30.00	\$0
Other         0         0         0         0           Total discounts         0         0         0         0           Significant correction of personal records         0         0         0         0           Processing time           Personal         0         0         0         0           Other         0         2         4         10           Total hours         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed           Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Discounts allowed				
Total discounts         0         0         0         0           Significant correction of personal records         0         0         0         0         0           Processing time         0         0         0         0         0         0         0           Other         0         2         4         10         10         10         10         0	Personal	0	0	0	0
Significant correction of personal records         0         0         0         0           Processing time           Personal         0         0         0         0           Other         0         2         4         10           Total hours         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Other	0	0	0	0
personal records           Processing time           Personal         0         0         0         0           Other         0         2         4         10           Total hours         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Total discounts	0	0	0	0
Personal       0       0       0       0         Other       0       2       4       10         Total hours       0       2       4       10         Reviews and appeals       0       0       0       0         Internal reviews completed         Other upheld       0       0       0       0         Other varied       0       0       0       0         Total grounds on which       0       0       0       0	•	0	0	0	0
Other         0         2         4         10           Total hours         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Processing time				
Total hours         0         2         4         10           Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Personal	0	0	0	0
Reviews and appeals         0         0         0         0           Internal reviews completed         0         0         0         0           Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Other	0	2	4	10
Internal reviews completed  Other upheld 0 0 0 0  Other varied 0 0 0 0  Total grounds on which 0 0 0 0	Total hours	0	2	4	10
Other upheld         0         0         0         0           Other varied         0         0         0         0           Total grounds on which         0         0         0         0	Reviews and appeals	0	0	0	0
Other varied 0 0 0 0 0 Total grounds on which 0 0 0 0	Internal reviews completed				
Total grounds on which 0 0 0 0	Other upheld	0	0	0	0
	Other varied	0	0	0	0
	_	0	0	0	0

Centennial Parklands received two applications under the Freedom of Information Act 1989 in the reporting year. Both applications were assessed and determined not to be applicable under the Act. Information was made available to the applicants - one available under the conditions of tendering for a contract let by Centennial Parklands, the other freely available by liaising with the appropriate Trust officer.

#### Details of internal review results

There were no internal reviews.

#### Reviews and appeals

There were no reviews of personal requests conducted.

#### **Privacy and personal information** protection

During 2005-06 we received no applications under the Privacy and Personal Information Protection Act 1998. The Trust continues to monitor compliance with this Act.

Our privacy policy is available on our website at www.cp.nsw.gov.au. A brochure is also available upon request.

#### Legislation and legal change

During 2005-06 we prepared an amendment to our Regulation for events that attract more than 20,000 people at one time. The Centennial Park and Moore Park Trust Amendment (Events) Regulation 2006 will be tabled in Parliament by the Parliamentary Counsel in June 2006 and will come into effect on 31 August 2006.

The review of the Centennial Park and Moore Park Trust Act 1983 was deferred until 2007.

#### **Acts administered by the Trust**

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

#### Significant judicial decisions

There were no significant judicial decisions in 2005-06.

#### **Controlled entities**

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

## Appendix 2 – Economic

#### **Executive officer information**

SES	200	2/03	200	3/04	200	04/05	200	05/06
Grade level	Male	Female	Male	Female	Male	Female	Male	Female
8	_	_	_	_	_	_	-	-
7	_	-	_	_	_	_	-	-
6	_	-	_	_	_	_	-	-
5	_	-	_	_	_	_	-	-
4	_	-	_	_	_	_	-	-
3	_	_	_	1	1	-	1	-
				(from Jan 04)				
2	1	_	1	1	_	_	-	-
			(until Oct 03)	(until Jan 04)				
1	_	_	_	_	_	_	_	_

Note: under 2003/04 the female SES Officer was in an acting capacity.

#### Exceptional movements in wages, salaries and allowances

The Crown Employees Award (Public Sector Salaries 2004) Award provided for a 4% increase in salaries effective from 1 July 2005.

The Statutory and other Officers Remuneration Tribunal has made its annual determination in relation to the Chief Executive Service (CES) and Senior Executive Service (SES). The Tribunal has determined a general increase to SES remuneration packages of 4%. This increase took effect from 1 October 2005.

#### Value of recreation leave and long service leave entitlements

Value of recreation leave and long service leave entitlements on 30 June 2006

Recreation leave - \$320,448.00

Long service leave - \$538,985.00

#### **Overseas visits**

There were no overseas visits undertaken by staff in 2005-06.

#### **Consultants**

Consultancies equal to or more than \$30,000	Consultant and project	Cost	
	There were no consultants equal to or more than \$30,000 engaged in 2005-06	\$0	
Total consultancies less than \$30,000	During the year ten consultancies were engaged in the areas of operational, environmental, engineering and management services	\$88,335.86	
Total consultancies		\$88,335.86	

#### **Grants to non-government organisations**

There were no grants to non-government organisations during 2005-06.

#### **Contracting and market testing**

Due to our operational size, we market test a number of services and as a result contract out:

- Property portfolio management
- Legal services
- Venue operator services
- Construction and design services

- Waste management services
- Cleaning services
- Grounds maintenance
- Security services
- Building and infrastructure maintenance
- Irrigation maintenance.

#### Research and development

No research and development projects were undertaken during 2005-06.

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#### **Contact Us**

Centennial Parklands is managed by the Centennial Park and Moore Park Trust

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

#### Form of annual report

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Number of copies printed: 400 Total production budget: \$27,000

#### **Availability**

NSW Government bookshops www.cp.nsw.gov.au Parklands Office

