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The Hon. Sandra Nori MP

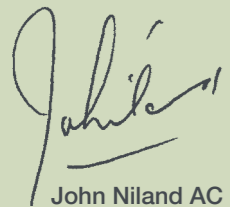
*Minister for Tourism and Sport and Recreation
Minister for Women
Minister Assisting the Minister for State Development*

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 2004–2005 Annual Report of the Centennial Park and Moore Park Trust.

Yours sincerely



John Niland AC
Chairman



John Walker
Trustee



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Scope of report

The 2004–2005 reporting framework has been structured as follows:

- ✦ Performance against the strategies of the Plan of Management is reported in the Year's Milestones table on p.6. This table also details the future focus for the organisation under the key result areas
- ✦ The benchmarking table on p.8 provides a snapshot of the Trust's performance toward environmental, social and economic sustainability
- ✦ Detailed reporting on performance against the challenges identified in the 2004–2005 Business Plan is provided under the Environmental, Social and Economic sections.

Centennial Parklands

About Centennial Parklands



Background

Centennial Park was dedicated by Sir Henry Parkes as a public open space in 1888 and was the venue for the inauguration of Federation in 1901. Centennial Parklands occupies a special place in the heart of the Australian nation as it includes a monument to the birth of the nation, the Federation Pavilion. Covering more than 360 hectares, the Parklands is one of the world's finest and most used urban open spaces. It is situated less than five kilometres from Sydney's central business district and just a few minutes from the city's popular eastern beaches.

Centennial Parklands comprises three parks: Moore Park, Queens Park and Centennial Park.

Centennial Parklands sporting facilities include the ES Marks Athletics Field, an 18-hole golf course and driving range, an equestrian centre, tennis courts, netball courts and sporting fields. Other venues include Centennial Parklands café, the Hordern Pavilion, Royal Hall of Industries, the Entertainment Quarter, and the Fox Professional Studios.

In addition to its historical and environmental significance, Centennial Parklands is one of the city's great assets. It has a total asset base of more than \$650 million and attracts over five million visits each year (Centennial Parklands precinct – including the adjacent Moore Park venues – attracts more than 13 million visits). With 6% of visitors being domestic or international tourists, Centennial Parklands helps generate tourism income for the State economy.

Centennial Parklands also makes an important contribution to community service and education groups who depend on public open space for the delivery of their programs. These groups actively use Centennial Parklands facilities and open spaces saving the NSW Government an estimated \$4 million a year in avoided costs.

Since 1983, the Centennial Park and Moore Park Trust has been responsible for the co-ordinated management of its three distinct heritage-listed parks and leisure facilities.

Centennial Park

This 189 hectare grand park in the Victorian period tradition features formal gardens, ponds, grand avenues, statues, historic buildings and sporting fields.

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

The Park is home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson Figs, Holm Oaks and Norfolk Island Pines dating back to the early 19th century. It includes 10 ponds covering 26 hectares which are linked to the Botany Wetlands System. The Park also has a café and restaurant, a marquee site, and outdoor cinema site, and offers facilities for organised sporting activities. The Park also plays host to many outdoor concerts and recreational events. A visitor information point is located within the Trust's offices, with a range of reference materials available. The historic Superintendent's Residence, a Barnet designed building, located at Paddington Gates, is used as an exhibition space and an information centre. It is open from 10am to 3pm on Wednesdays and on weekends.

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. From 1895 to 1899 it included an 11-hole golf course established by the Australian Golf Club.

Today, the Park is used for informal recreation and organised sports, such as cricket, rugby, soccer and touch football as well as having a children's playground.

Moore Park

The 115 hectares that make up Moore Park offer a range of leisure choices.

In addition to its generous open spaces and playing fields, the park includes the ES Marks Athletics Field, the 18-hole Group One Moore Park Public Golf Course and Driving Range, tennis and netball courts. It is also used as a venue for circuses and other outdoor events and an access point to precinct venues.

Moore Park Precinct

The Moore Park Precinct is a unique premier leisure destination providing important facilities for the sporting and entertainment culture of Sydney and New South Wales. Facilities operating in Moore Park include:

- The Entertainment Quarter – formerly Fox Entertainment Precinct (on lease from the Trust)
- Royal Hall of Industries and Hordern Pavilion (on lease from the Trust)
- Fox Studios (on lease from the Trust)
- Centennial Parklands Equestrian Centre (managed by the Trust)
- Adjoining Aussie Stadium and historic Sydney Cricket Ground.

Chairman's Report



Centennial Parklands is managed to retain social, environmental, and heritage values, balancing this with the need to meet diverse recreation and leisure demands into the future.

On behalf of the Trustees of the Centennial Park and Moore Park Trust, I am pleased to present the Annual Report for the year ended 30 June 2005.

The Trust has continued to deliver on its objectives and strategies, ensuring Centennial Parklands remains a vital and sustainable resource for the community now and for future generations. This achievement is due in no small measure to the dedication of the Executive team and staff, the *Friends of Centennial Parklands*, the volunteers, the Community Consultative Committee and the Trustees. All this hard work has brought an important accolade, with Centennial Parklands being voted 'Best Park', 'Best Walk' and 'Best Picnic Spot' in *The Sydney Morning Herald's* 2004 reader's poll published in January 2005. I congratulate all involved.

During the year, the Trust made substantial progress on the key objectives of 'conserving the living heritage' and 'ensuring right of access' through achievements under the Park Improvement Plan. The completion of two new water efficient amenities buildings, the refurbishment of Moore Park Golf Course and the commencement of the Grand Drive upgrade, among other completed projects, have enhanced to the Trust's assets by \$7.8 million.

The Trust improved its financial performance this year with \$14.3 million in operating revenue, of which \$13.2 million (86%) funded operating expenses compared to \$12.9 million (76%) in 2003–2004. Government recurrent funding of \$2.4 million funded the remaining 14% of operating expenses for the year. However, we face increasing demands on the budget and the Trust will need to continue developing strategic funding opportunities. A detailed financial strategy will be completed in late 2005.

During 2004–2005, the Board of Governors of the Centennial Parklands Foundation officially launched the fundraising program to support environmental and educational projects. Achievements for 2004–2005 are detailed in the Trust's Annual Report; an independent Foundation Report will be prepared for the 2005–2006 reporting period.

The year ahead for the Trust will see the delivery of the revised Plan of Management to provide guidance for managing the leisure, recreation and open space trends and issues anticipated over the next 10 years. The completion of the Moore Park Master Plan will also provide a long-term enhancement and management framework for the area.

Our priority is to ensure that the Parklands is managed to retain social, environmental, and heritage values, balancing this with the need to meet diverse recreation and leisure demands into the future.

John Niland AC
Chairman

Director's Report



We now have a strong foundation on which to serve our many interest and user groups into the future, and to grow our core business.

I am pleased to present this report on the activities and performance of the Centennial Park and Moore Park Trust for 2004–2005.

Centennial Parklands, like other public organisations, strives to be aware of, and responsive to, the needs of government, community and visitors. During 2004–2005 a new organisation structure was introduced which aims to better reflect current priorities and our continuing commitment to visitors. We have created a Visitor Experience team which will focus on the broader community's needs, and redefined our Strategic Projects team to incorporate important park planning processes. These changes amongst others will build on the excellent work to date by the team and help us respond to emerging opportunities for partnership and engagement, while continuing to care for the Parklands environment. We now have a strong foundation on which to serve our many interest and user groups into the future, and to grow our core business.

But Parklands management is not just about strategic issues. Sometimes we need to respond to issues that arise unexpectedly, as we did in May this year when a small quantity of asbestos-related material was found in an area of Moore Park (the site bounded by Anzac Parade, Lang Road and Driver Avenue), which is also regularly used for event car parking. Despite the low risk to public health, the Trust closed the area until July when the material had been safely removed from the site. Further work on the area, including landscaping and design will be carried out in accordance with the Moore Park Master Plan which will address the long-term environmental management of the area.

Our achievements in 2004–2005 are testament to the talent, hard work and commitment of our Trustees, staff and volunteers and include, amongst others, the ongoing delivery of the Park Improvement Plan, continued development and utilisation of the Asset Management System, delivery of marketing initiatives focused on meeting the needs of user groups, strategic alliances with industry bodies, and increased business opportunities.

The year ahead will be challenging as the executive team continues to lead Centennial Parklands through significant issues and challenges, including increasing demands for open space, especially with adjacent urban consolidation; environmental management, particularly during drought like conditions; business performance; and strategic planning.

I look forward to working with the Centennial Parklands team during the coming year to continue to deliver on the Trust's strategies.

Steve Corbett
Director and Chief Executive

Year's milestones

Performance against 1998–2005 Plan of Management

	Protect the integrity of Centennial Parklands	Ensure co-operative positioning	Conserve living heritage	Ensure right of access	Promote cultural expression	Ensure business viability
STRATEGIES	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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. 5. Seek co-operation of key stakeholders, including Tourism NSW, Heritage Council, Planning NSW, other government and semi-government authorities, local councils, visitors, users and interest groups. 	<ol style="list-style-type: none"> 1. 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 environmental heritage or site damage. 4. Provide opportunities for communities in decision making. 5. Seek co-operation of key stakeholders – including other government and semi-government authorities, local councils, visitors, users and interest groups – to position Centennial Parklands. 	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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 whole-of-Centennial Parklands strategy, including active sports, social pursuits and arts-based activities. 	<ol style="list-style-type: none"> 1. 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.
KEY OUTCOMES	<p>Implemented stages of the Transport Access and Parking Plan and the Moore Park South Master Plan as appropriate.</p> <p>Continued to implement the Vegetation Management Plan for the Eastern Suburbs Banksia Scrub (ESBS) site at York Road.</p> <p>Commenced preparation of the new Plan of Management (p.48).</p> <p>Launched Vegetation Management Plan for remaining ESBS remnants at Open Day, October 2004 and commenced implementation.</p> <p>Continued to implement <i>Healthy Parks Healthy People</i> (HPHP) program initiatives including research and events (p.33).</p> <p>Commenced development of the Moore Park Master Plan (East-West).</p> <p>Complete review of Centennial Park and Moore Park Trust Regulations. (p.56).</p>	<p>Continued working with precinct partners and tourism bodies to promote Centennial Parklands as a premier destination for visitors.</p> <p>Continued collaboration with precinct partners and government agencies for the coordination of resources for 118 Moore Park Precinct events (p.36).</p> <p>Continued strategic alliances with industry bodies: Parks Forum and Sydney Urban Parks Education and Research (SUPER) Group (p.32).</p> <p>Commenced the 2005 Visitor Study for Centennial Parklands.</p> <p>Completed the SUPER Group's 2004–2005 research program including the tri-annual 'Sydney'siders use of parks and gardens' study (p.32).</p> <p>Commenced implementation of Action Plans from the Sports Strategy (p.35).</p> <p>Explored cooperative recreation strategies with partners under Department of Tourism, Sport and Recreation and surrounding councils.</p>	<p>Continued the Park Improvement Plan and maintenance enhancement program in accordance with the Plan of Management (p.37).</p> <p>Continued development and utilisation of 'Streets Ahead' as the Tree Asset Management System (p.22).</p> <p>Planted 404 new trees in Centennial Park, Queens Park, Moore Park Golf Course and Moore Park South.</p> <p>Continued to implement Drought Strategy to minimise adverse impact on landscape (p.20).</p> <p>Continued the Heritage Stone Conservation Program (p.38).</p> <p>Delivered routine and periodic maintenance programs on the Parklands natural and built assets.</p> <p>Continued noxious and environmental weed management including preventative planting in treated areas (p.22).</p> <p>Continued pest fauna management programs (p.22).</p>	<p>Completed upgrade of existing playground facilities near Paddington Gates (p.37).</p> <p>Commenced stage 1 of refurbishment to Grand Drive based on outcomes from design trial (p.37).</p> <p>Implemented Equitable Access Plan initiatives (p.37).</p> <p>Prepared and implemented an integrated Moore Park Precinct Events Operations Plan (p.36).</p>	<p>Further developed the Indigenous education and interpretation program in consultation with Indigenous communities.</p> <p>Curated 'Dog' photographic exhibition (p.35).</p> <p>Continued to expand the education and interpretation program to include more cultural and recreational activities (p.32).</p> <p>Conducted an Expression of Interest process for the staging of large events.</p> <p>Continued to deliver a diverse cultural events program (p.31).</p>	<p>Rolled out performance planning and development system which links individual performance to organisational objectives.</p> <p>Continued to roll out three-year audit plan.</p> <p>Launched Foundation fundraising activities in October 2004 (p.48).</p> <p>Completed refurbishment of and explored business opportunity at Moore Park Rotunda (p.37&49).</p> <p>Completed significant capital works on Trust assets (p.37).</p> <p>Progressed ES Marks Athletics Field Business Case.</p> <p>Continued development and utilisation of the asset management system.</p> <p>Developed and implemented plans to address outcomes from the staff satisfaction survey (p.29).</p> <p>Completed review of Security Management manual.</p> <p>Established new Ranger Security Services contract.</p> <p>Completed works in support of the businesses – Moore Park Golf, Sports Centre, Equestrian Centre.</p>
FUTURE FOCUS	<p>Exhibit new Plan of Management. Incorporate community feedback, seek Ministerial endorsement and commence implementation.</p> <p>Continue to implement HPHP program initiatives including research and events.</p> <p>Exhibit Moore Park Master Plan (East-West). Incorporate community feedback, seek Ministerial endorsement and commence implementation.</p> <p>Continue to implement Vegetation Management Plan for the ESBS sites within Centennial Parklands.</p>	<p>Continue to implement Action Plans from the Sports Strategy.</p> <p>Commence implementing cooperative recreation strategies with partners under Department of Tourism, Sport and Recreation and surrounding councils.</p> <p>Continue to participate in Parks Forum to promote industry best practice, with a focus on 2006 International Conference.</p> <p>Continue participation and leadership in SUPER Group.</p>	<p>Commence the five-year tree asset evaluation program.</p> <p>Continue noxious and environmental weed management including preventative planting in treated areas.</p> <p>Continue pest fauna management programs and develop regional partnerships and research.</p> <p>Continue implementation of the Park Improvement Plan.</p> <p>Continue major stone conservation program.</p>	<p>Implement Stage 1 of the Signage Master Plan.</p> <p>Seek Trust and Ministerial endorsement of the Queens Park Master Plan.</p> <p>Implement Equitable Access Plan initiatives.</p> <p>Complete Stage 1 refurbishment of Grand Drive in accordance with Transport, Access and Parking Plan.</p>	<p>Further develop education programs to expand reach.</p> <p>Continue to deliver program of cultural events.</p> <p>Participate in events of national significance (Australia Day Queen's Baton Relay).</p>	<p>Continue Foundation fundraising activities in line with business plan.</p> <p>Continue development and utilisation of the asset management system.</p> <p>Review of Centennial Park and Moore Park Trust Act.</p> <p>Further development of Moore Park Golf facilities.</p> <p>Complete and implement five year financial strategy.</p>

Assessing our performance at a glance

The following indicators provide a snapshot of the Trust's progress towards sustainability over the year.

In some instances this is the first year the Trust has measured certain information so there is no comparison with the previous year. In the case of customer satisfaction, the visitor survey is conducted over a twelve month period every three years, the last survey was in 2002. Comparative data will not be reported until 2005–2006.

GRI Indicator*	Items	2002/03	2003/04	2004/05	% change	
ENVIRONMENTAL						
EN15	Participants in environmental education programs	6,972	11,815	15,913	34.7%	
EN26	Tree population (includes Centennial Park, Queens Park and most of Moore Park)			9,100		
EN26	Trees planted/removed	Ratio	1:7	1:13	4.7:1	
Pest species reduction (observed numbers of pest population)						
EN27	– Ibis	1,400	336	367	9.2%	
	– Rabbits	158	400	300	-25.0%	
	– Pigeons (deceased)	29	4	12	200.0%	
	– Foxes	na	12	3	-75.0%	
EN27	Number of noxious weeds (species)	5	8	10	25.0%	
Water usage						
EN5	– town water (mains) target 10% reduction	MLtrs	26	23.3	-10.4%	
	– pond water	MLtrs	97	117	20.6%	
	– bore water	MLtrs	327	314	-4.0%	
Energy usage (target 10% reduction)						
EN3	– electricity	'000 Kwh	1,009	1,057	1,015	-4%
	– fuel	'000 Ltrs	45.3	36.7	41.7	13.6%
Waste breakdown						
EN11	– non-recyclable	'000 Kgs	213.6	212.2	239	12.6%
	– recyclable	'000 Kgs	39.3	37.3	43	15.3%
	– green waste	'000 Kgs	na	324.1	311	-4.0%
	Park Improvement Plan delivered (cumulative)	%	9.2	23.1	40	

* The Global Reporting Initiative (GRI) promotes internationally accepted reporting standards for relevant and credible corporate environmental, social and economic performance information. The GRI has been endorsed by the Federal Government and is now implemented by many Australian organisations.

Items	2002/03	2003/04	2004/05	% change		
SOCIAL						
Customer satisfaction (tri-annual visitor study conducted in 2002, new figures available in 2005–2006 reporting year)						
PR8	– Open spaces/grassed areas*	%	96	na	na	
	– Bush area*	%	77	na	na	
	– Ponds*	%	75	na	na	
	– Formal gardens*	%	75	na	na	
	– Sporting fields*	%	87	na	na	
	– Golf Course*	%	96	na	na	
	– Equestrian Centre*	%	89	na	na	
	– Management of the environment*	%	86	na	na	
	– Management of safety and security*	%	68	na	na	
	* (rated good/excellent)					
	Visitation (visits per annum)	'000	5,120	5,223	5,327	2.0%
	Value of media coverage	\$'000	2,348	3,502	3,208	-8.4%
	Number of complaints		168	263	658	150%
	Number of <i>Friends of Centennial Parklands</i>		260	258	251	-2.7%
	Staff satisfaction index (every two years – 2004)	%		74.2		
LA2	Staff turnover	%	20.5	12.7	10	-2.7%
LA7	Number of loss time injuries	Fulldays	4	10	11	10.0%
	Number of participants at events (Parklands as venue manager)	'000 est.		141	159	12.8%
HR4	% of new capital works in accordance with access strategy	%	100	100	100	
ECONOMIC						
EC3	Open space cost per visit	\$	1.48	1.45	1.30	-10.3%
EC2	Visitors outside 5km radius (data collected every three years as per Visitor Survey mentioned above)	%	33			
EC3	Maintenance costs as a % of asset value	%	0.62	0.64	0.53	-0.11%
EC13	Total asset value	\$M	605.6	610.7	660.0	8%
EC3	Net cost to Government per visit	\$	0.83	0.80	0.54	-32.5%
EC3	Net cost to Trust per visit	\$			2.69	
EC9	% of overall operating costs funded by Trust revenue	%	69.5	71.8	86.2	14.4%
EC1	Revenue growth	%	5.1%	2.0%	12.6	10.6%

Financial summary

The Trust had total funds available of \$30.93 million during 2004–2005. A major source of funds came from the reduction in Trust cash balances which was used to fund \$1.5 million of the asset acquisition program with the balance used to pay creditors outstanding at 30 June 2004. The Government recurrent appropriation reduced by \$1.3 million compared to the previous year, thus requiring the Trust to fund more of its operating expenses from Trust generated revenue.



Organisational direction and planning

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 alternate sources.

Our values

The following values guide our behaviour in achieving our vision:

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

Planning framework

The 1998 Plan of Management provides a guiding framework for long-term decision-making. The plan establishes the vision, mission and guiding principles for the Parklands and sets high level objectives and key result areas.

The Corporate Business Strategy 2002–2007 guides the short-term decisions on resource management, maintenance, public access and use of the Parklands.

The Annual Business Plan outlines the day-to-day strategies and actions for the year, providing key performance indicators for staff, and ensuring the long-term goals are achieved.

Governance



MONDAY 4PM
Equestrian Grounds

Governance

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

Responsibilities of the Trust

The Trust lies within the portfolio of the Minister for Tourism and Sport and Recreation. The Trustees are responsible for overseeing the management and policy direction of the organisation and as guardian and custodian of Centennial Parklands, the Trust is committed to achieving results in the following key areas:

- ◆ Integrity of Centennial Parklands
- ◆ Co-operative Positioning
- ◆ Living Heritage
- ◆ Right of access
- ◆ Cultural expression
- ◆ Business viability.

Management

The Trust's Director and Chief Executive, Steve Corbett, is responsible for leading the development and implementation of the Trust's strategic, corporate and annual business plans to establish the organisation's long and short-term objectives, and provide staff with a strong vision and business direction. The Director and Chief Executive leads the organisation in best practice management, sustainable development and financial viability of the Trust's urban parklands and facilities.

The Director and Chief Executive is responsible to, and works within, the broad direction of the Trust, and is responsible to the Director-General of the Department of Tourism, Sport and Recreation for administrative issues, and to the Minister for Tourism and Sport and Recreation for certain approvals and actions.

Trustees during 2004–2005

The Trust comprises eight Trustees: seven are appointed by the Governor upon recommendation of the responsible Minister for up to four years, 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 2006. 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. Prior to becoming Vice-Chancellor, he was a consultant to governments, industry, the OECD and the ILO; was the President of the International Industrial Relations Association in Geneva; and Chairman of the Environmental Protection Authority. Professor Niland is currently an Independent Director of Macquarie Bank Limited, serves on the University Grants Committee of Hong Kong, and is on the Board of Trustees of Singapore Management University. He was made an Officer (AO) of the Order of Australia in 1992 for services to industrial relations and a Companion (AC) of the Order of Australia in 2002 for services to education.



Ms Yvette Pietsch *B.Bus, M.Tax*

Chair of the Community Consultative Committee (CCC). Appointed to the Trust in February 2004, term expires February 2006. Yvette Pietsch is a Taxation and Business Advisory Partner at Pitcher Partners NSW. She is a member of the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors and Fellow of the Taxation Institute of Australia. She was previously a member of the Quality Committee of the Prince of Wales Hospital. She is a local resident who regularly uses Centennial Parklands and its facilities.



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. Prior to 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. She was made an Officer (AO) of the Order of Australia in 2005 for service to the law, particularly in the areas of intellectual property, administrative law and professional conduct; and to the community through a range of educational, medical, women's and business organisations.



Mrs Margaret Varady AO *BSc, MEd, DipEd, FACE*

Appointed March 2002, term expires February 2006. Margaret Varady has been the Principal of Sydney Girls High School since 1992 and has held a variety of positions in schools both in New Zealand and Australia. She is on the Senate of the University of Sydney. She is a strong supporter of public education, community involvement and girls education and is currently researching effective school culture for her EdD. She was made an Officer (AO) of the Order of Australia in 2005 for leadership in education, particularly as Principal of Sydney Girls High School, to fostering academic excellence and to promoting student participation across a range of community activities, sports and the arts.



Mr David Leckie *BA (Econs)*

Appointed January 2001, term expires January 2009. David Leckie is Chief Executive Officer, Seven Network. Prior to 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 John Walker *B.Bus*

Appointed February 1998, term expires February 2006. John Walker has been Managing Director, Thrifty (Australia) Pty Ltd since early 1998 and was recently elected as a Councillor of Woollahra Council. Prior to 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. He is also Chairman of the publicly listed company MultiMedia Ltd.



Mr Michael Marx AM *BA LLB*

Appointed August 1997, term expires February 2006. Michael Marx is Partner, Chalmers Marx Lawyers, specialising in criminal law. He is Past President, New South Wales Jewish Board of Deputies, Deputy Chair of the Community Relations Commission, and Life Member of Waverley Action for Youth Services. He has held various positions with the Legal Aid Commission of NSW and with the Attorney General of NSW.



Ms Sarah Whyte

Appointed May 2000, term expires May 2008. Sarah Whyte is Chair of 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 Australian Fund.

Meetings of the Trustees

A total of 10 Trust Meetings were held during 2004–2005.

Trustee	Trust Meetings	Finance Committee	Audit Committee	Marketing Committee	Foundation Board of Governors
Professor John Niland AC	9 (10) Chairman	4 (4)	3 (4)		3 (5)
Annabelle Bennett AO	6 (10)				5 (5)
David Leckie	5 (10)			3 (3) Chair	
Michael Marx AM	6 (10)		2 (4)		
Yvette Pietsch	8 (10)		4 (4) Chair		
Margaret Varady AO	10 (10)	3 (4)			4 (5)
John Walker	8 (10)	4 (4) Chair		3 (3)	
Sarah Whyte	8 (10)				5 (5) Chair

Notes:

- (i) The table shows the number of Trust and Committee meetings attended by each Trustee during the 2004–2005 period, with the number of meetings held during the time shown in brackets.
- (ii) Other members of the Finance Committee are: Sue Power (NSW Treasury), Cary Mather (NSW Treasury), Steve Corbett (Trust), Marlene Krasovitsky (Trust), Anthony Shaw (Trust), John Cuthbert (Dept. Tourism, Sport and Recreation).
- (iii) Other members of the Audit Committee are: Dennis Krallis (Deloitte Touche Tohmatsu), Ron Hegarty (NSW Audit Office), Mary Mahoney (NSW Audit Office), Steve Corbett (Trust), Marlene Krasovitsky (Trust), Anthony Shaw (Trust), John Cuthbert (Dept. Tourism, Sport and Recreation).
- (iv) Other members of the Marketing Committee are: Steve Corbett (Trust), Sarah Dinning (Trust).
- (v) 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 (Forests NSW), Steve Corbett (Trust). Also in attendance were Foundation Management Committee members Sarah Dinning (Trust) and Anthony Shaw (Trust).

Operational structure



**Director
Visitor Experience**
Sarah Dinning
BSc, BA, EMPA
Commenced February 2000

The Visitor Experience Group is responsible for the positioning and marketing of Centennial Parklands as an integrated leisure environment and as nationally and internationally recognised urban parklands. The group is responsible for:

- ♦ Community relations
- ♦ Customer service
- ♦ Education and interpretation
- ♦ Events and public programs
- ♦ Filming and photography
- ♦ *Foundation and Friends*
- ♦ Market development
- ♦ Marketing
- ♦ Media liaison and public affairs
- ♦ Publications
- ♦ Recreation services
- ♦ Research
- ♦ Volunteers
- ♦ Website.



**Director
Business Services**
Marlene Krasovitsky
BA (Hons) Psych, MBA
Commenced February 2002

The Business Services Group manages overall business and organisational performance, business systems and analysis and oversees the provision of corporate services in partnership with the Department's Shared Corporate Service providers. The group is responsible for:

- ♦ Business development
- ♦ Corporate procurement
- ♦ Lease/licence administration
- ♦ Ministerial correspondence
- ♦ Office services
- ♦ Policy development
- ♦ Property management
- ♦ Records management
- ♦ Shared services contract management (finance, human resources, information technology)
- ♦ Trust support and liaison.



**Director
Strategic Planning
and Projects**
Amanda Bock
B.Arch (Hons), MConst. Mgmt
Commenced October 2002

The Strategic Planning and Projects Group is responsible for the delivery of significant capital works as part of the Park Improvement Plan (PIP) and Maintenance Enhancement Program as well as other major projects of long-term importance to Centennial Parklands.

- The group is also responsible for:
- ♦ Business development (Moore Park South precinct, transport and access, Equestrian Centre)
 - ♦ Capital works design and construction
 - ♦ Environmental and heritage management
 - ♦ Management strategies
 - ♦ Strategic planning.



**Director
Park Assets**
Ian Innes
BSc (Arch), B.Land.Arch
Commenced January 2005

The business of the Park Assets Group is the timely maintenance and presentation of the physical fabric of the Parklands – landscape, buildings, ornamental ponds, and buried infrastructure.

- The group is responsible for:
- ♦ Arboriculture services
 - ♦ Asset management
 - ♦ Building infrastructure services
 - ♦ Equestrian Centre management
 - ♦ Golf course management
 - ♦ Horticulture services
 - ♦ Maintenance contract management
 - ♦ Ranger security services
 - ♦ Stormwater management
 - ♦ Turf services
 - ♦ Waste recycling and cleaning services.

Environmental performance



TUESDAY 10AM
Column Gardens

Challenge	Comment
Commence review and planning for the Plan of Management.	Commenced.
Launch Vegetation Management Plan (VMP) for remaining Eastern Suburbs Banksia Scrub sites at Open Day, October 2004.	Completed.
Commence implementation of VMP for remaining Banksia Scrub sites.	Commenced.
Work towards a single environmental planning instrument for all Trust lands, including consideration of impacts on the Parklands.	Commenced.
Participate in the review of the South Sydney Local Environment Plan under the City of Sydney Council.	Commenced.
Continue Park Improvement Plan and maintenance enhancement program in accordance with the Plan of Management (p.20).	Ongoing.
Investigate options for the establishment of formal lawns in Frog Hollow and Rose Garden.	Deferred.
Prepare Moore Park Master Plan (east-west).	Commenced.
Continue aquatic planting program and maintenance to all ponds.	Ongoing.
Commence planning for restoration works on Kensington Pond.	Deferred.
Conduct five-year tree asset valuation.	Ongoing.
Continue the control of noxious weeds and pests (p.22).	Ongoing.
Continue Tree Replacement Program (p.22).	Ongoing.
Join Department of Commerce electricity supply contract to enable purchase of 6% renewable energy (p.24).	Completed.

Centennial Parklands

Centennial Parklands is one of the most popular public open spaces in Sydney with over five million visits to the Parklands and more than 13 million visits to the precinct each year. Significant residential development in the local area and increasing demand on open space across the city of Sydney and beyond will ensure a continued increase in visitation for sporting, recreational and social activities. The Trust is committed to balancing the demands that growth produces while maintaining the natural, Indigenous and cultural heritage of Centennial Parklands.

Environmental impact planning

The Trust has continued its participation in the review of the South Sydney Local Environment Plan, working closely with Eastern Suburbs and City of Sydney Council planners to ensure a regional approach to managing demand.

In developing the new Plan of Management, the Trust has given consideration to regional issues and has consulted extensively with council planners, community groups and government agencies. The new Plan of Management will also ensure greater heritage protection by incorporating environmental planning guidelines.

Park Improvement Plan

The Park Improvement Plan continued in 2004–2005 with significant results. The Plan which was prepared in accordance with NSW Government's guidelines for total asset management, capital investment strategic planning and corporate strategic planning, realises outcomes from a number of management plans including the Conservation Management Plan, Moore Park South Master Plan, Sports Strategy and Transport Access and Parking Plan. The Plan is designed to conserve the park environment and heritage, improve transport, access and leisure facilities, improve utilities and services, and upgrade visitor information services.

Already many improvements across the Parklands are noticeable and in 2004–2005 major environmental achievements included the completion of two amenities facilities which have reduced potable (town) water usage by 1 million litres, continued restoration of the Eastern Suburbs Banksia Scrub site at York Road and the Bird Sanctuary, and maintenance of the horse trails, roads, paths and general landscape. Other key projects are reported under Social Performance on p.37.

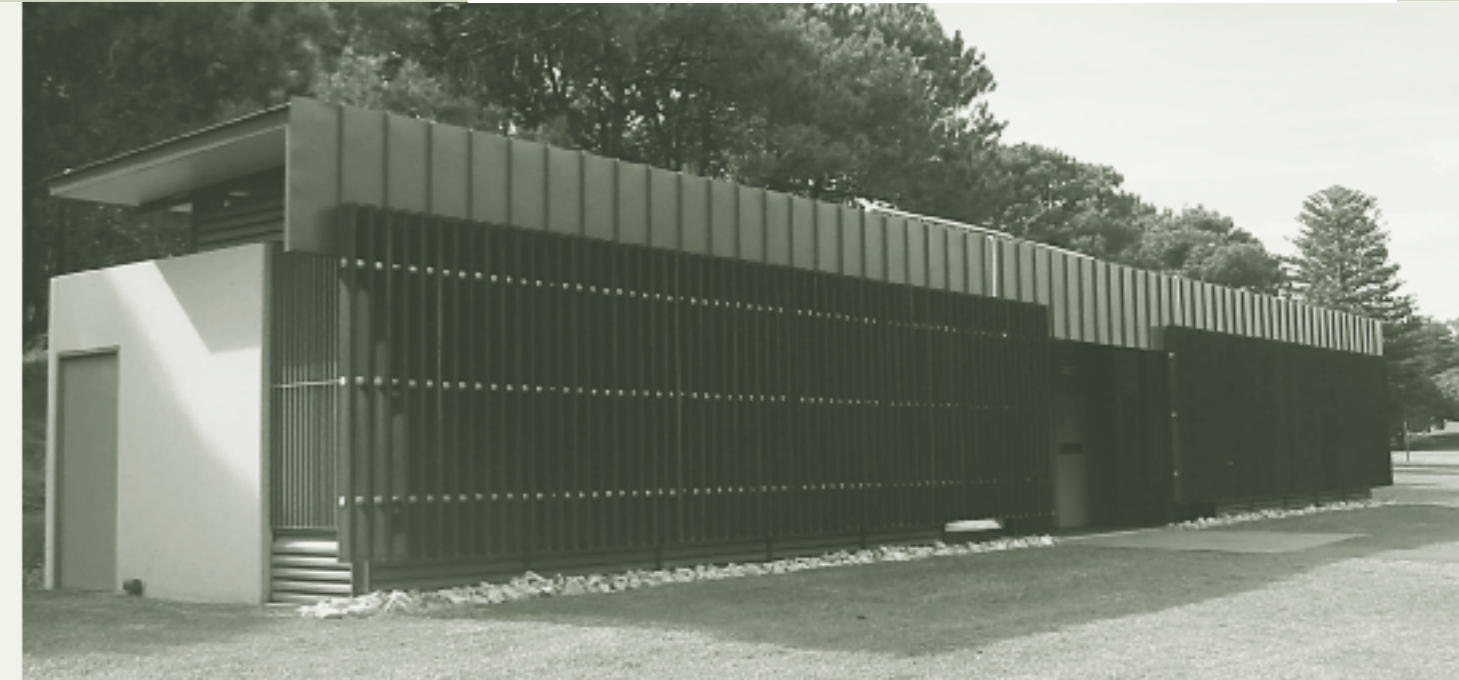
Drought response

Sydney's severe drought conditions continued to impact on the sustainable use and management of Centennial Parklands throughout 2004–2005. However, key initiatives from the Drought Response Plan have ensured Centennial Parklands remains attractive, safe and of a high quality. Centennial Parklands irrigation installation program further reduced the reliance on and cost of potable (town) water, with irrigation of the playing fields, golf course, and trees utilising a combination of pond water (captured from stormwater runoff) and bore water. Further separation from potable water supply will be achieved during 2005–2006 by increasing the use of pond and bore water for irrigation and including the use of pond water for toilet flushing in public amenities.

Despite the prolonged dry periods there have been several significant rainfalls providing respite for Centennial Parklands ageing trees and to-date there has been no tree loss specifically from drought.

CASE STUDY

Amenity building near Federation Valley.



Water efficient design saves one million litres per year

The first two upgraded public amenity buildings in Centennial Parklands were opened to the public in February 2005. Situated in Centennial Park on Grand Drive near Federation Valley and Dickens Drive near Lachlan Swamp, these amenities include many ecologically sustainable features.

Notably, the buildings' water efficient design includes:

- ♦ waterless urinals and water efficient flushing which saves approximately 876,000 litres per year
- ♦ timed flow tap ware saving 43,000 litres per year
- ♦ filtered hand washing water and roof water that is returned to the pond system allowing 87,600 litres per year to be retained in the Parklands.

In total, a saving of approximately one megalitre of potable (town) water will be saved by the Parklands each year with the installation of these new amenities. This is approximately the equivalent of one Olympic-sized swimming pool.

An additional three buildings of this style are due for completion in late 2005 contributing to even greater water conservation. These will be located at Musgrave Pond, Centennial Square and Mackay Fields. These improvements will aim to offset the impact of increasing patronage of the Parklands and its facilities.

Federation Way.



Tree management

During 2004–2005, work continued on the development and utilisation of the tree asset management system which records the details of over 9,100 trees within the Parklands. Up to 19 qualitative data sets have been captured for each tree including size, species, maintenance history, health and value. This year, the trees have been valued at \$97.46 million. The tree asset management system assists arboriculture staff in developing hazard assessment, maintenance, and replacement programs.

The long-term tree procurement contract was finalised during the year to ensure continued supply of trees in accordance with the five-year tree replacement program. A total of 404 trees was planted throughout Centennial Park, Queens Park, Moore Park South and the Moore Park Golf Course. Unfortunately, 71 mature trees were removed due to disease or potential threat to park visitors.

Work also continued on the five-year tree asset valuation including the completion of the ground survey and development of the new software program. The valuation will be completed during 2005–2006.

Pest fauna management

The pest fauna management program continued with particular emphasis on rabbit and ibis species. The ibis population is being maintained at a reduced level as a result of the habitat modification works conducted during the ponds restoration program. During the 2004–2005 breeding season the Trust, in association with the Department of Environment and Conservation and pest management specialists Pestat, conducted a trial ibis egg destruction program using a technique whereby the eggs are sprayed with vegetable oil which prevents them from developing and hatching. A total of 800 eggs were treated in this trial.

Rabbit management focused on fumigation of burrows with minor habitat modification. The rabbit proof fencing erected during 2003–2004 in the two Eastern Suburbs Banksia Scrub sites has successfully prevented rabbits from entering these areas.

The Trust manages pest species to minimise their impact on the environmental, cultural and heritage values of the Parklands, and to minimise health risks to visitors.

Weed management

The Noxious Weed Program is required by legislation to control the spread of declared noxious weeds in Centennial Parklands. The program continued management of lantana, blackberry weed, castor oil plant, pellitory, green *Cestrum*, *Ludwigia*, *Hygrophila* and coolatai grass. Due to a successful and consistent management strategy, water hyacinth has not been sighted within Kensington Pond for a number of years.

Major works were successful in controlling many of the noxious weeds with only isolated examples remaining. Control of these species will continue in a custodial manner until the seed bank is exhausted.

With the density and distribution of noxious weeds reduced over previous years, the direction will be to focus our attention on environmental weed species. Noxious weed treatment will continue in accordance with legislation.

During 2004–2005, the Trust's Environmental Officer attended the Sydney Central Region Weeds Committee (SCRWC) meetings. The aim of this committee is to facilitate a regional weed management strategy where neighbouring land managers work together to target and manage noxious weed species. The Trust will continue to review its weed management strategy and identify a targeted coordinated approach to environmental weed management.

Busbys Pond.



Ponds water quality

Centennial Parklands pond restoration program is almost complete after six years of remedial works. The restoration program aimed to minimise the impact of stormwater pollution, upgrade several of the ponds and improve water quality.

Gross Pollutant Traps were installed at stormwater entry points to reduce the amount of pollutants entering the system. Such pollutants can cause blue green algae blooms and contribute to unsightly litter. Macrophytes (aquatic plants) were planted to provide improved habitat and to filter dissolved pollutants such as phosphorus in the water. Plantings and improvement works around the ponds' edges have been carried out to assist with bank stabilisation. European carp has been removed and a native fish called Australian bass has been introduced. Islands and underwater berms were constructed to ensure that water movement around the pond is maximised to prevent areas from becoming stagnant. Adjustable weirs allow better control of water levels within and between the ponds in the system.

The Trust conducts ongoing water quality analysis to monitor the health of the ponds. Testing is done quarterly for parameters including nutrient analysis, pH, dissolved oxygen, turbidity and temperature. Blue green algae analysis is done bi-monthly during the winter months and monthly during summer.

Since the restoration of the ponds, testing has indicated that water quality has improved with no sign of toxic blue green algae in any sample. However, as a major storm water retention basin, Centennial Parklands Ponds will continue to be subject to environmental factors beyond the Trust's control and therefore, it is not anticipated that water quality will improve further in the future without major upstream improvements. The initiatives outlined above and ongoing maintenance will ensure a balance is achieved and the desired water quality is maintained.

Waste reduction and purchasing policy

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) requires all state government agencies to develop and implement a WRAPP Plan to reduce waste and increase purchases of recycled content materials such as paper, office equipment and consumables (eg toner cartridges), vegetation material (eg tree clippings and leaves), and construction and demolition material.

The Trust is committed to its WRAPP Plan and implemented the following initiatives during 2004–2005:

- ◆ 88% of green waste is dedicated to approved green waste facilities or reused within Trust Lands
- ◆ the Trust further increased purchases of recycled materials from the 2003–2004 totals
- ◆ 100% of toner cartridges purchased are recycled
- ◆ 95% of paper purchased has recycled content
- ◆ environmentally sustainable development initiatives included in all new projects including water and energy efficient features in new amenity buildings.

Performance Indicator

Energy management

The Trust is committed to the efficient and environmentally responsible application of energy balanced against operational requirements. During 2004–2005 a reduction of over 41,000kwh (3%) in electricity consumption was achieved through the Energy Audit which improved Centennial Parklands infrastructure requirements such as lighting cycles, air-conditioning, hot water heaters and the selection of energy efficient office equipment. During the year the Trust joined the Department of Commerce electricity supply contract, which enabled the purchase of 6% renewable electricity and in turn a reduction in greenhouse gas emissions.

Fuel consumption increased incrementally through plant and equipment acquisitions encompassing Moore Park Golf and arboriculture operations. The new equipment will increase productivity and capacity to maintain these assets.

End use category	Type of energy	2002/03	2003/04	2004/05
Other facilities	Electricity	724,687 Kwh	772,081 Kwh	679,152 Kwh
Office buildings	Electricity	159,188 Kwh	159,760 Kwh	188,331 Kwh
Roadways	Electricity	124,992 Kwh	124,992 Kwh	148,076 Kwh
Total	Electricity	1,008,867 Kwh	1,056,833 Kwh	1,015,559 Kwh
Cost	Electricity	\$119,122	\$132,464	\$137,926
Transport – other vehicles	Diesel	23,050 Ltrs	19,867 Ltrs	20,396 Ltrs
	Unleaded	18,465 Ltrs	16,891Ltrs	21,385 Ltrs
	LPG	3,765 Ltrs	0	0
Total	Fuel	45,280 Ltrs	36,758 Ltrs	41,781 Ltrs
Cost	Fuel	\$34,764	\$28,638	\$39,888



Banksia 'Birthday Candles'.

Future focus

- Complete planned projects under the Park Improvement Plan including the completion of three new toilet amenities.
- Continue participation in review of South Sydney Local Environment Plan and working towards a regional approach to managing demand.
- Continue noxious and environmental weed management.
- Continue pest fauna management program.
- Complete five-year tree asset valuation.
- Exhibit new Plan of Management. Include community feedback, seek Ministerial endorsement and incorporate into business planning.
- Exhibit Moore Park Master Plan (East-West). Incorporate community feedback, seek Ministerial endorsement and commence implementation.
- Continue to implement routine and periodic maintenance programs.
- Continue to implement Vegetation Management Plan for all Eastern Suburbs Banksia Scrub sites within Centennial Parklands including the training of staff and volunteers.

Social performance



SUNDAY 10AM
Church Grounds

Challenge	Comment
Use appropriate research to support advocacy of the value of urban open space to all levels of government.	Ongoing.
Implement Visitor Safety and Compliance Program including regulation education and enforcement.	Ongoing.
Establish new Ranger Security Services contract.	Completed.
Continue to provide community consultation opportunities and involve community groups in development of codes and policies.	Ongoing.
Commence implementation of Indigenous program.	Deferred.
Expand Volunteers Program to include vegetation rehabilitation.	Ongoing.
Position Centennial Parklands as a major stakeholder in regional decision-making.	Ongoing.
Implement Equitable Access Plan and Amenities Plan under the Park Improvement Plan (p.37).	Ongoing.
Complete refurbishment of Moore Park Rotunda (p.37).	Completed.
Complete construction of new children's playground near Paddington Gates (p.37).	Completed.
Complete projects planned under the Stone Maintenance Program (p.38).	Completed.
Implement projects under the Signage Master Plan.	Commenced.
Develop detailed plans for the Queens Park Master Plan in consideration of community feedback, seek Ministerial approval and commence implementation.	Ongoing.
Develop and implement cycling code of conduct.	Ongoing.
Implement Action Plans from the Sports Strategy (p.35).	Ongoing.
Improve Centennial Parklands incident reporting system and risk management strategies (p.29).	Ongoing.
Complete planting of the Guriwal bushtucker trail and research development of an Interpretive Plan.	Deferred.
Host 23 events including community and charity events, sporting and music events. (p.31).	Completed.
Conduct an Expressions of Interest for large events as directed by the Event Master Plan.	Completed.
Launch Dog Exhibition at Visitor Information Centre (p.35).	Completed.
Continue to offer education programs of historical, social and cultural interest and where possible explore opportunities to extend these programs as well as including more recreational and environmental activities (p.32).	Ongoing.
Continuously improve the performance and development system for all staff by incorporating feedback.	Ongoing.
Implement EEO strategies in accordance with the EEO Priority Program (p.28).	Completed.
Commence Stage 1 of the Grand Drive refurbishment based on outcomes of trial (p.37).	Commenced.
Coordinate the SUPER Group's 2004–2005 research program including the tri-annual 'Sydneyiders use of parks and gardens' study (p.32).	Completed.
Continue to develop and implement <i>Healthy Parks Healthy People</i> program (p.33).	Ongoing.

Our people

Centennial Parklands skilled and dedicated team ensure the Trust continues to deliver a premier integrated leisure environment to the people of Sydney and beyond. The Trust in turn recognises the value of staff and is committed to attracting, developing and retaining a professional workforce by investing significant resources to implementing EEO and OHS principles.

Equal employment opportunity

The Trust is committed to workplaces that are free of unlawful discrimination and harassment. The Trust strives to ensure that practices and behaviours in the workplace do not disadvantage people because they belong to a particular group. These Equal Employment Opportunity (EEO) groups are women, Aboriginal and Torres Strait Islander people, people whose first language was not English and people with a disability.

During 2004–2005 the following outcomes were achieved:

- ♦ flexible working arrangements are available to all staff
- ♦ the Trust maintained an agreement with Lady Gowrie Corporate Childcare Advisor Service to provide information and referral to staff on a range of services for their families
- ♦ the Trust's Performance Planning and Development System has also provided an opportunity for line managers to integrate EEO accountabilities with performance planning and evaluation processes within their work units
- ♦ existing policies remained in place. The task of prioritising and reviewing policies will continue with comprehensive consultation with stakeholders occurring as each policy is reviewed. Stakeholder feedback will continue to inform and shape policy formation.

Occupational health and safety

The Trust is committed to providing a safe and healthy workplace for its staff. During 2004–2005 the Trust completed the review of the Safety Management System Framework to ensure its core safety values and actions align with the NSW Government's Occupational Health and Safety (OHS) Improvement Strategy 'Working Together'.

The following initiatives were implemented over the past 12 months:

- ♦ yearly flu vaccination program was offered to all employees
- ♦ the continued availability of the Employee Assistance Program—a short-term professional, confidential counselling and advice service provided by Davidson Trahaire Corpsych
- ♦ the Workplace Health and Safety Committee met regularly, providing advice, assistance and recommendations to management on the resolution of OHS issues
- ♦ audit of Safety Management System with priority actions identified.

Lucy mentoring program

The Lucy Mentoring Program, initiated by the NSW Minister for Women, Sandra Nori, aims to increase the likelihood that young women studying business, finance, economics or accounting gain professional employment on graduation. Trust staff have participated in this program as mentors, sharing their time, knowledge and workplace with two students during the 2004–2005 reporting period.

Staff at a Spokeswomen's session.



Risk management and insurance

Insurance coverage with the NSW Treasury Managed Fund continued throughout 2004–2005, with policies for workers compensation, public liability, motor vehicle, property, and miscellaneous insurance.

Incidents that occur in the Parklands which may have insurance implications are forwarded to the Trust's risk managers for advice and liaison with the Trust's insurers. Incidents are investigated as required and any associated maintenance issues addressed via a work request system coordinated by the Park Assets group. Risk mitigation strategies are incorporated into the Trust's day to day activities and key Trust documentation such as licence agreements.

Work commenced on implementing the action plans from the Safety Management System, which was developed as a result of a comprehensive Occupation Health and Safety audit. In conjunction with the change in contractor for the provision of 24 hour Ranger Security Services new evacuation procedures were trialled and implemented.

Improvements under the risk management plan and other related reports for the Equestrian Centre continued in 2004–2005, including an upgrade of the fire safety system, overhaul to the draining system in the outdoor arenas, and major redevelopment of the Equestrian Grounds in Centennial Park. General upgrades addressing traffic management, compliance and maintenance issues were also carried out.

Staff satisfaction survey

The Staff Survey Action Group (SSAG) was formed with staff at varying levels within the organisation to assist management in addressing issues identified in the Staff Survey conducted in early 2004. The issues that were considered by the Group included: resourcing; work life balance; value, trust, respect and communication between all levels of the organisation; opportunities to contribute to the decision making process; and systems and processes.

The Action Group and management embarked upon a prioritised action list and during 2004–2005 implemented the following: purchase of new efficient photocopiers and printers (addressing the issue of inadequate equipment); negotiating a new flex agreement (addressing life balance); regular group meetings/senior staff meetings and a quarterly staff newsletter (addressing communication issues); and the establishment of project control groups to encourage co-operation within the organisation.

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 NSW society. The Trust contributes to the action plan's objectives to promote workplaces that are equitable, safe and responsive to all aspects of women's lives and works towards gender equity outcomes in all areas of policy development and service delivery.

During 2004–2005, the Spokeswomen's program held quarterly seminars for staff on a series of topics including stress management, skin cancer prevention, and personal development. The aim of the Spokeswomen's program is to provide support for women within the organisation by increasing morale and assisting in staff development and training.