



CENTENNIAL  
parklands

centennial park  
moore park  
queens park



Annual Report 2000–2001



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

31 October 2001

Dear Premier

It is with pleasure that we submit the 17th Annual Report of the Centennial and Moore Park Trust, for the year ended 30 June 2001, for presentation to the NSW Parliament.

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

Yours sincerely

Annette O'Neill  
Chairman

John Walker  
Trustee

# Profile

Centennial Parklands was dedicated by Sir Henry Parkes as a public open space in 1888 and was the venue for the inauguration of the federation in 1901. Centennial Parklands occupies a special place in the heart of the Australian nation. Covering more than 385 hectares, less than five kilometres from Sydney's central business district and just a few minutes from the city's popular eastern beaches, the Parklands are not only one of the world's finest and most used open spaces — they also include within them a monument to the birth of the Australian nation.

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

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

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

## Our Vision

Centennial Parklands will become Australia's premier integrated leisure environment and remain a place of beauty, peace, excitement and culture in the hearts of the people of New South Wales.

## Our Mission

The sustainable management of urban parkland and leisure facilities on behalf of the people of New South Wales.

## Our Values

The Trust is committed to encouraging the public to use and enjoy Centennial Parklands, resulting in increased value of the lands, which has recreational, historical, scientific, educational, cultural, environmental, and economic significance.



The Peace Pavilion symbolised and promoted the intrinsic values of Centennial Parklands

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## Premier's foreword

Centennial Parklands continues to play a significant role in providing a place of leisure, sporting activities and relaxation for all who visit.

The past year has seen Centennial Parklands accommodate an even greater number of visitors due to the Sydney 2000 Olympic and Paralympic Games, and the Centenary of Federation celebrations. This was of course, in addition to the many daily users who rely on the Parklands as their place of exercise, relaxation and respite.

Centennial Parklands provided the perfect backdrop when it hosted the free and unticketed events of the Sydney 2000 Olympic and Paralympic road cycling and marathon events last September and October.

This was followed by the Centenary of Federation celebrations on 1 January 2001. More than 85,000 people visited Centennial Park on that day to celebrate our coming together as a nation, as it was when the Federation of Australia was declared 100 years ago.

Centennial Parklands continues to play a major role in the lives of many Sydneysiders and visitors. This is evident in the fact that it receives more than 5 million visits per year. It is a place that services many different needs, including informal and formal sports groups, tourists, and the leisure market.

Centennial Parklands, like other urban parklands throughout the world, play an increasingly important role in our society in offering respite, exercise and acting as a place of peace. To paraphrase Patrick White – Australian novelist, short story writer and playwright, "A park is a living living-room, in which to do anything and nothing – rest your fallen arches or roam through the wilder parts exercising your imagination, or simply breathing....hang onto your breathing spaces in this developing and already over-congested city..."

I commend the dedication of the Centennial Park and Moore Park Trust for continuing to deliver one of the world's most beautiful parklands for all people to enjoy, and for its role in staging the Olympic and Paralympic Games and the Centenary of Federation celebrations.

**The Hon. Bob Carr MP**  
**Premier of NSW**

## Chairman's report

2000-2001 was indeed a memorable and eventful year. It demonstrated the Trust's capacity to anticipate and respond to challenges; to welcome the world; and to represent Sydney as a host to international and national sporting and cultural events. At the same time the Trust met its statutory responsibilities to sustain and enhance the Centennial Parklands.

The Parklands provided an excellent environment for participants in the marathon and road cycling events of the Sydney 2000 Olympics and Paralympic Games. Tens of thousands of spectators discovered Sydney's green heart while enjoying those free and unticketed events.

Other diverse public entertainment in the Parklands during the year included a Bob Dylan concert, 'Hemispheres' world music festival and a season of 'Cirque du Soleil'. The Trust's management of these events ensured minimal disruption to public use of the Parklands.

This year, thanks to a Commonwealth Centenary of Federation grant, the Trust completed the upgrading of Federation Valley and the Federation Pavilion, the site of the proclamation of Australian Federation on 1 January 1901. Precisely one hundred years later the Trust hosted the celebrations for the Centenary of Federation. Mrs Beryl Beller welcomed dignitaries including the Governor-General, Prime Minister, Governors, Premiers and Chief Ministers to Eora country.

By the end of the year two other Federation projects were nearing completion – the re-planting of Parkes Drive as an Avenue of Nations and the transformation of Old Grand Drive as a link between Moore Park and Centennial Park. These are the last of a long program of works in the Parklands. The Trust's focus is now upon long term strategic planning to ensure its environmental, social and economic sustainability. This is not a straightforward exercise. As part of the process the Trust engaged in extensive and serious public consultation to both elicit values and opinions and provide information in the development of a masterplan for Moore Park South, a Transport and Access plan for Centennial Park as well as a dog management policy.

Although much appreciated by its neighbourhoods, the Centennial Parklands are not just local open space. The Trust receives no local government funding although it enhances local amenity and property values. It competes for state funding against other worthy services. At the same time the Parklands contribute tangible economic benefits – for example savings to community services alone were estimated by the Sydney Urban Parks Education and Research Group (SUPER) in 2001 as being \$4.0 million annually. Understanding this the Trust does not seek simplistic financial returns or commercialisation that could endanger public access or the intrinsic worth of the Parklands. Rather, it is pursuing its long term sustainability carefully through a number of strategies, such as the inauguration of the Centennial Park and Moore Park Foundation. In January the Trust welcomed Mr David Leckie as a new Trustee.

On behalf of the Trust I thank especially Mr Peter Duncan and the executive and staff of the Trust, the members of the CCC, Friends of the Parklands and all those who have generously supported the Parklands in the last year.

**Annette O'Neill**  
**Chairman**



# Director's report

I am pleased to report that the past year has seen the Trust undertake significant achievements and meet many new challenges.

It is a fine line in being able to balance the heritage of the Parklands, meet the future needs of the community, and continue to promote the value of public ownership and access. I sincerely believe the Trust is continuing to achieve the original charter of Centennial Parklands as set out by Sir Henry Parkes – and today, it remains 'the people's park'.

Major achievements over the past year include the Trust working closely with the Olympic Co-ordination Authority (OCA) and the Sydney Organising Committee for the Olympic Games in the lead-up to the Games, to assist in planning for the marathon and road cycling events. The planning reduced the impact on the Parklands, minimised disruptions to users and ensured Olympic and Paralympic events were successfully conducted.

The Centenary of Federation provided Centennial Park with an opportunity to complete three major capital works projects, courtesy of a \$10 million grant from the Commonwealth Government under the Federation Cultural and Heritage Projects Program Fund.

The three projects included a \$1.6 million restoration of Federation Valley which was completed in December 2000, in time to again be the location of the official Commemorative Ceremony in 2001. Parkes Drive underwent a \$500,000 replanting program to create a grand colonnade effect through the centre of Centennial Park. It will be known as the Avenue of Nations and will recognise the peoples from many nations and cultures who make up Australia. Finally, the most significant Federation project is Federation Drive, which when completed, will link Moore Park to Centennial Park and realise the 100 year old vision of a ceremonial entrance to the Park.

In addition, the Trust has continued its high level of community consultation, and includes projects such as the Transport Access and Parking Draft Master Plan, and Moore Park South Draft Master Plan. Both these projects were put on public exhibition in July 2001 and are expected to go to the Minister for final approval and incorporation into the Plan of Management in the next reporting year.

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

**Peter Duncan**  
Director



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# About Centennial Parklands

## ABOUT THE PARKLANDS

Since 1991 the Centennial Park and Moore Park Trust has been responsible for the coordinated management of the Parklands' three distinct, heritage-listed parks. This joint management approach provides an efficient and well-integrated approach to the preservation of a unique civic precinct.

### CENTENNIAL PARK

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

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

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

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

### QUEENS PARK

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

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

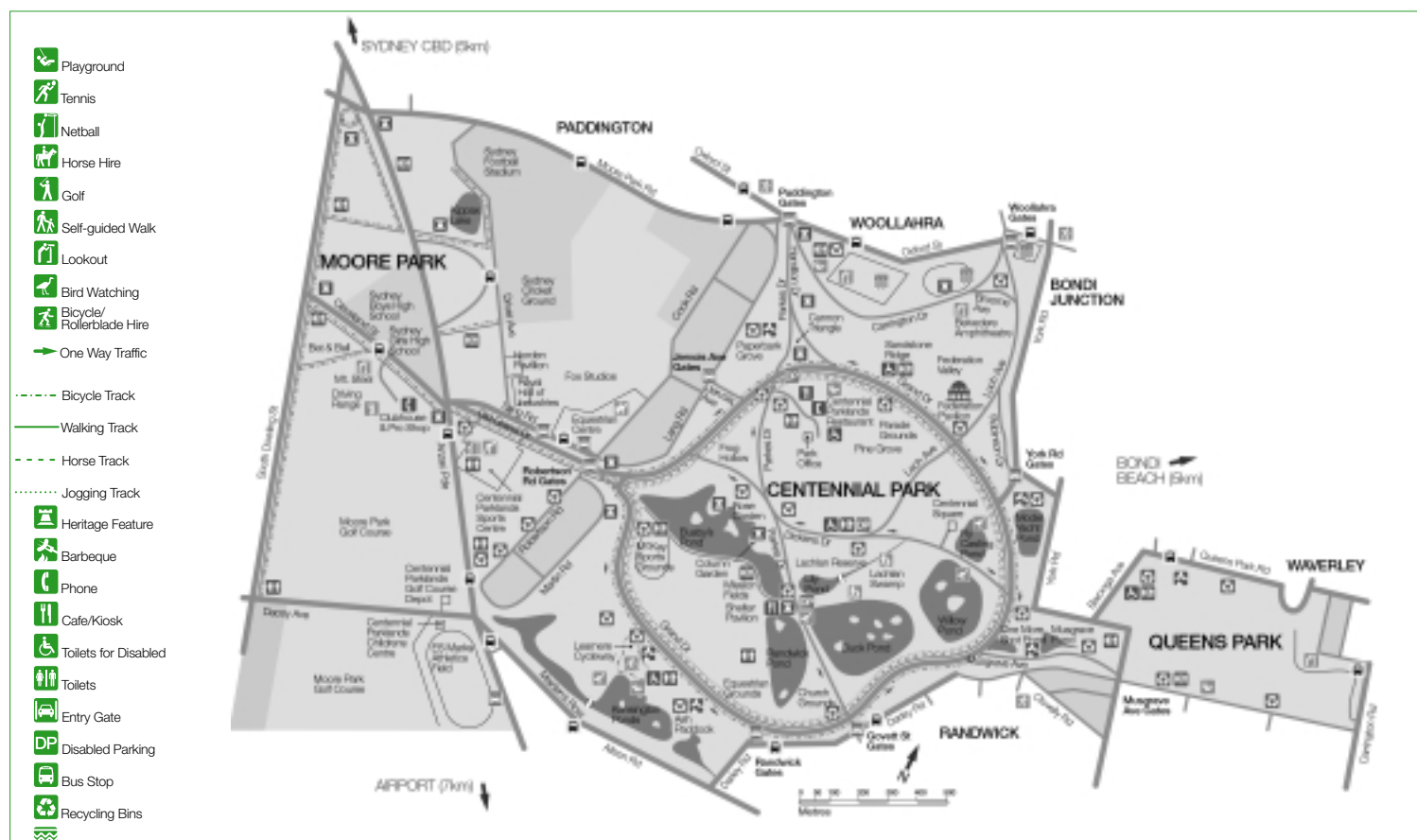
### MOORE PARK

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

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

Major facilities operating in Moore Park are:

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





**Centennial Park and Moore Park Trustees (l to r): Annette O'Neill, Michael Marx, Jill Hickson, Sarah Whyte, Phillip Black, David Leckie, John Walker. Absent: Bob Wilson.**

## About the Trust

### LEGISLATIVE FRAMEWORK

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

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

Trustees during 2000-2001 were:

Annette O'Neill (Chairman)  
 Phillip Black (CCC representative)  
 Jill Hickson  
 David Leckie (appointed January 2001)  
 Michael Marx AM  
 John Walker  
 Sarah Whyte  
 Bob Wilson  
 Trustee details are at Appendix 1

### RESPONSIBILITIES

The Centennial Park and Moore Park Trust lies within the portfolio of the Premier of NSW. The Trustees are responsible for overseeing the management and policy direction of the organisation. The Trust meets monthly.

### OBJECTIVES

The Trust's objectives are:

- to maintain and improve the Trust lands

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

### MANAGEMENT

The Trust's Director, Peter Duncan, is responsible for the administration and management of the Trust lands. He reports to the Trust on the management of the Parklands and to the Director-General of the Premier's Department on administrative matters. Four Divisional Managers assist him in this role:

Judith Peters, BA, MBus – Manager Corporate Strategy and Policy and Deputy Director

Andrew Ferris, Ass Dip Hort (Parks), Ass Dip App Sci (Landscape), Mgmt Cert, MPLA – Manager Operations

Sarah Dinning, BSc, BA – Manager Marketing and Community Relations

Robert Alder, BBus, DipCM, ASCPA, FCIS, Registered Tax Agent, FRSA – Manager Business Services

At 30 June 2001 there were 53 people on the Trust staff.

#### PROFILE



#### INTEGRITY OF THE PARKLANDS



#### CO-OPERATIVE POSITIONING



#### LIVING HERITAGE



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#### CULTURAL EXPRESSION



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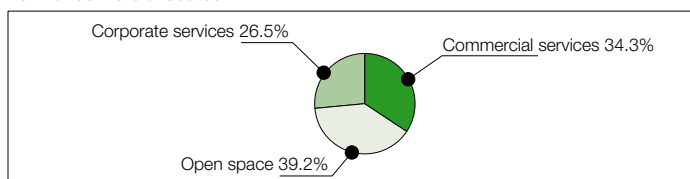
## Financial summary

The Trust achieved a sound financial position during the year in review.

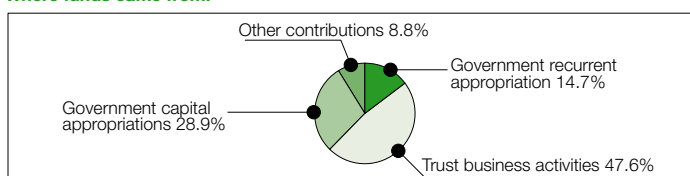
The position was supported by a Commonwealth Government Grant from the Federation Fund. To help achieve its goals, the attention of the Trust has been focused on further diversifying and increasing the Trust's revenue streams.

The commercial services allocation is concerned with providing safe and accessible community venues and services. These include: the Equestrian Centre; Golf Course; ES Marks Athletics Field; education and interpretation services; and cultural and recreation services (including sports fields).

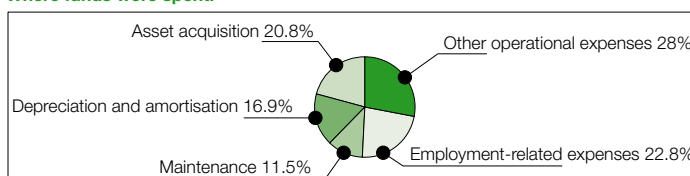
### How funds were allocated:



### Where funds came from:



### Where funds were spent:

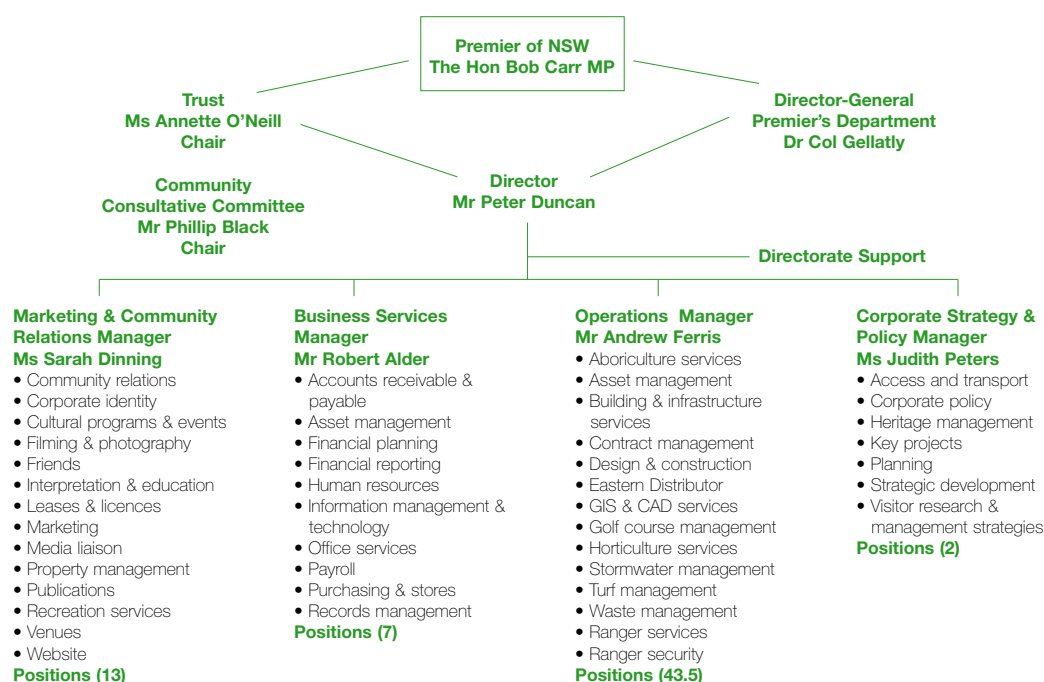


## The work of the Trust

As guardian and custodian of Centennial Parklands, the Trust is committed to achieving results in the following key result areas:

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

This report describes activities and measures of performance during the year in relation to the key result areas. The 1998 Plan of Management provides a framework for day-to-day and long-term decision-making. The Plan establishes directions for planning, resource management, maintenance, public access and use of the Parklands.







# Integrity of the Parklands

## Strategy

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

## Performance against Key Result Areas

Result	Future
<b>Moore Park</b> Moore Park West works completed and relaunched in December 2000 with a community open day  Prepared and exhibited the Moore Park South Master Plan  Completed stage 3 of the Moore Park East restoration work – designed to improve safety and public transport facilities  New grounds maintenance contract for Queens Park and Moore Park documented, tendered and awarded  Increased number of people travelling to Moore Park by public transport	Implement furniture overlay for Moore Park East and West  Seek Ministerial approval for final Moore Park South Master Plan  Return of County Road Reserve to the Trust as a condition of the Eastern Distributor Memorandum of Understanding  Commence new ground maintenance contract for Moore Park and Queens Park by September 2001  Further reduce car parking demand on Moore Park through increased public transport use by 2003
<b>Former Showground</b>	Review and update a Plan of Management for Centennial Parklands incorporating the former showground
<b>Heritage</b> Commenced development of a Conservation Management Plan  Local Government and NSW Heritage Council approve plans for Federation Drive	Complete Conservation Management Plan  Complete work on Federation Drive by December 2001
<b>Advocacy</b> Reviewed major development applications including Waverly Bus Depot, Moriah College and Fox Studios Australia	Ongoing review of, and comment on, local development proposals

## MOORE PARK WEST RE-LAUNCHED

Moore Park West underwent a \$5 million make-over which has since seen it reinstated as one of Sydney's most highly prized parks in prime recreation space.

As one of Sydney's most historic parks, Moore Park West continues to play a key role in providing green space in the centre of Sydney, and catering for a growing inner city population.

The restoration included:

- two hundred major new parkland trees, including six different species of figs and two pine species. These will be established as groves following the edge of the parkland and providing enclosure and shade

- reinstating a historic avenue of figs along South Dowling Street lost due to road widening in the 1970s
- feature shrub plantings along South Dowling Street to provide a decorative understorey and to define the edge of the park from the road
- 12 hectares of new turf with an automated irrigation system using bore water
- reinstating the "Bat and Ball" area as a Village Green, including a cricket pitch accessible for community use
- two new toilet blocks with disabled access



## Moore Park West kicks off with a flying start

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## INTEGRITY OF THE PARKLANDS



### CO-OPERATIVE POSITIONING



### LIVING HERITAGE



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## Integrity of the Parklands

- major new pedestrian routes across the Park from Surry Hills, connecting it more effectively to Moore Park East, Centennial Park and major event venues in Moore Park
- feature bollards to define the edge of Moore Park
- new sporting fields including three new cricket pitches and four new football fields
- a 3.2 kilometre cycleway – linking with the regional cycle network

The works were funded from both the Roads and Traffic Authority as part of a \$12 million compensation package for Eastern Distributor related impacts on Moore Park, and the Trust Funded Capital Works Program.

### DRAFT PLANS FOR MOORE PARK SOUTH COMPLETED

The Moore Park South draft Master Plan – which encompasses the Moore Park Golf Course and club house, the historic Toll House, ES Marks Athletics Field, Mt Steele and Bat and Ball fields – was completed in June 2001.

The draft Master Plan addresses the diverse leisure and recreational needs of the local and regional visitors and proposes strategies to strengthen the resource base of the Trust.

The main benefits identified in the Moore Park South Master Plan include:

- net gain of open space across the whole of Centennial Parklands
- increased range of activities and recreation opportunities for park visitors
- consolidation of intensive use areas to two locations in the Moore Park South precinct
- improved access to Centennial Parklands from surrounding residential areas
- integration of Moore Park with Centennial Park
- improved park landscape character at edges and entry points

If approved, the Moore Park South Master Plan would be implemented over 20 years. The Trust will need to work with Government and other stakeholders to raise funds to implement this Master Plan.

### FEDERATION DRIVE PLANS APPROVED

Plans for the historic \$7.9 million Federation Drive project were approved by South Sydney City Council in June. Work will be completed by December 2001, in time for the closing of the Centenary of Federation celebrations.

This project will revitalise Federation Drive (formerly known as Old Grand Drive), and provide a lasting tribute to the Parklands' role during the Centenary year.

When Centennial Park was originally conceived in the 1880s, a grand western entrance from Anzac Parade was envisioned as the main entrance to the Park, but a lack of funds halted the construction. Now, more than a century later, the Parklands will finally complete the ceremonial and symbolic entrance linking Moore Park and Centennial Park, and create the grand treelined entrance that was originally envisaged.

The existing boulevard of figs, oaks and pines will create a modern interpretation of the Old Grand Drive, and the reinstated Drive will be the domain of pedestrians and cyclists, and will be closed to vehicles except during ceremonial functions.

Other features of the work are detailed below.

- The existing entry road to the Drive will be narrowed from current 9.5 metres to 5 metres, and replaced with grass swales to assist with water infiltration and to avoid future pressures for additional carparking.
- The pathways will be upgraded, making them more accessible for pedestrians including people with disabilities or mobility restriction.
- The Plaza will improve pedestrian safety between the bus way, Moore Park West and Federation Drive.
- An entry gateway and paved place at the corner of Anzac Parade and Lang Road to provide a visual marker and create a sense of arrival to the Parklands.
- A safer entry to Centennial Park at the Robertson Road entrance by constructing a 10km/hr traffic zone which is shared by pedestrians, cyclists, horses and vehicles.
- Five new fig trees will be planted in the vicinity of the plaza to fill in existing gaps in the avenue.

- The existing carpark is to be relocated to a more discrete position and reduced in size to 30 spaces.

### CONSERVING THE HERITAGE OF CENTENNIAL PARKLANDS

In March 2000, Centennial Parklands were listed on the State Heritage Register as a 'heritage item and place of considerable heritage significance'. A Conservation Management Plan will be developed to ensure the long term preservation of the Parklands.

Conybeare Morrison & Partners have been commissioned to prepare the Centennial Parklands Conservation Management Plan. The Plan will identify heritage issues and assess cultural, Aboriginal, natural, archaeological, recreational and socially significant areas while considering the essential and ongoing need to renew facilities, gardens and designed landscapes.

The Plan will be completed in early 2002.

### ASSET MAINTENANCE

In order to improve the level of maintenance services to the restored parkland assets in Moore Park and deliver further cost savings with contracting out of services, the Trust tendered and awarded a new Grounds Maintenance contract for Moore Park, Queens Park and ES Marks field in June. The contract will commence in September 2001.

Work has also commenced on a number of asset planning documents which will look at the future of the Trust assets and service delivery. These documents include:

- the Trust's second 5-year capital works strategic plan which identifies the long term and short term capital investment requirements outlined in the corporate strategy; and
- the Open Space Risk Management model to be developed in conjunction with Bicentennial Park and the Royal Botanic Gardens. This project is sponsored by Treasury Managed Fund GIO and is due for completion in 2002.

### Performance indicators

Number of cars parking on Trust lands compared to SCG and SFS sporting fixture attendances

average attendance	2000	2001
	24,757	25,013
average cars	2000	2001
	2,366	1,875



# Co-operative positioning

## Strategy

Seek co-operation of appropriate authorities to:

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

## Performance against Key Result Areas

Result	Future
<b>Co-operative precinct management</b> Continued active partnership in Major Events Co-ordination Unit for management of the Moore Park Precinct  Executed Deed of Management for Hordern Pavilion and Royal Hall of Industries with Playbill Venue Management  Collaborated with SC & SG Trust and Fox Studios to develop a public transport and access guide for Moore Park	Continue collaboration with Moore Park venues and transport providers to increase public transport use  Manage Deed of Agreement  Continue to work closely with external event organisations and companies
<b>Information sharing</b> The Trust's Community Consultative Committee considered a variety of issues including playgrounds and dog policy and various projects  The Trust's activities and key initiatives received widespread media exposure  Introduced staged complaints and incident management system  Reviewed and upgraded key promotional collateral to improve access and timeliness of information  Promoted the Parklands via Olympic and Federation events  Encouraged greater support of the Parklands via the Friends program and activities  Records management system developed with Tourism NSW and Royal Botanic Gardens	Restructure sports users feedback mechanism           Further development of incident management system       Implement volunteers program with the Community Consultative Committee   Implement document management, image retrieval and archiving systems
<b>Compliance</b> Monthly review of licence compliance	
<b>Industry partnerships</b> Encourage further partnerships and joint activities with the Supacentra. Cooperative partnerships included: <ul style="list-style-type: none"> <li>• the Trust supervising the construction of the underground carpark</li> <li>• Golf course 7th hole opened, and now located on the carpark roof</li> </ul> Completed benefits study with SUPER partners  Joint project with Museum of Sydney exhibition of "Portrait of a Park."	Continue to support the SUPER group   Host the Strategic Partners Best Practice Conference
<b>Use as an Olympic venue</b> Successful involvement in the Sydney 2000 Olympic and Paralympic Games as a venue and effective management of associated impacts	



One of the evocative images on display as part of the *Portrait of a Park* exhibition

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## Co-operative positioning

### **SYDNEY URBAN PARKS EDUCATION AND RESEARCH GROUP (SUPER GROUP)**

The important role of urban parks and gardens as leisure venues call for a strategic, integrated approach to urban park research within Sydney.

The Sydney Urban Parks Education and Research (SUPER) Group was established in January 1998 to address this issue. Its members are: Bicentennial Park Trust, Centennial Park and Moore Park Trust, NSW National Parks and Wildlife Service (Regional Parks Unit), Parramatta Park Trust, Olympic Co-ordination Authority, Royal Botanic Gardens & Domain Trust, and University of Technology, Sydney (School of Leisure and Tourism Studies).

The key objectives of the SUPER Group are to:

- facilitate information exchange between Greater Sydney urban parks
- undertake joint research projects in urban park management
- develop and promote other opportunities for research and educational excellence in urban park management, and
- develop an understanding about the values and benefits of open space in government and the leisure industry

The Group completed a 'Sydneyiders Use of Parks and Gardens' market research project in 1998.

In 2000-2001, it sponsored reviews of the Social Benefits of Public Open Space and Values of Public Open Space for Community Service Provision.

Another major achievement was the joint initiative with UTS and the SUPER Group to establish an Executive Program in Park Management. The course was successfully completed in 2000-2001 by 12 participants.

### **WORKING WITH THE MUSEUM OF SYDNEY**

Centennial Park was the focus of an exhibition at the Museum of Sydney as part of a broader program of exhibitions at the Museum for the Centenary of Federation.

Photographers Wendy McDougall and Brendan Read spent more than three years documenting the life of Centennial Park and capturing the many moods of its people and places. The exhibition, sponsored by Centennial Parklands, explored the history and contemporary identity of this Sydney landmark.

Alongside the contemporary photographic portraits of the Park, the exhibition also explored its fascinating history – the importance of the site to Aboriginal people, its significance to Sydney's water supply and the actual carving out of the Park's current design from a rocky and swampy landscape.

Some important original material was used to illustrate its history. The diary of head gardener James Jones covering the period 1887 to 1888 includes a list of native plants found in the area and graphic descriptions of the pre-existing environment and the dynamiting of sandstone in an attempt to create a gardenesque English-style park.

The exhibition was open from December 9, 2000 to June 17, 2001 at the Museum of Sydney.

### **PROMOTING PUBLIC TRANSPORT TO MOORE PARK**

The Trust developed a cooperative relationship with Fox Studios and the Sydney Cricket and Sports Ground Trust (SC & SG Trust) to continue the promotion of public transport to the Moore Park entertainment precinct. Joint promotional initiatives included the development of the Moore Park Transport brochure which has been distributed to more than 150,000 visitors to the precinct and continues to be distributed with event tickets. Detailed transport information has also been made available on the Trust's website as well as Fox Studios, SC & SG Trust and the Transport NSW websites.

The Trust has initiated regular newspaper advertising of transport information to events in Moore Park during the 2001 Cirque du Soleil season. The Trust continues to be an active representative on the Department of Transport's (DoT) Major Events Coordination Unit. The DoT has also been promoting transport to Moore Park through media releases and radio advertising for large event days in the precinct.

The ongoing promotion of public transport resulted in an increased use of public transport. On-grass parking was reduced by 17 per cent in 2000-2001.







# Living heritage

## Strategy

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

## Performance against Key Result Areas

Result	Future
<b>Environment</b> Completed brief to deliver stage 5 of the ponds restoration program  Hosted the Water Festival with local government, to raise awareness of the impacts of stormwater pollution  Finalised development of a fauna inventory methodology  Conducted pest management workshop and developed draft pest management strategy  Removed 1,513 kg carp from the ponds  Completed fauna impact assessment for Tree Master Plan  Ongoing problems with pest and fauna  Completed tree valuation depreciation methodology  Continued five year planting program based on the Tree Master Plan  Completed major replanting in Moore Park West  Completed major plantings and refurbishment of playing fields in Moore Park following the Eastern Distributor  Major floral exhibit for Sydney 2000 Olympic Games  28 hectares of noxious weeds treated  Staff identified a new weed in the wetlands – <i>Ludwigia peruviana</i> – currently affecting the down-stream Botany Wetlands	Implement stage 5 of the Ponds restoration program which includes Busby and Randwick Ponds  Finalise maintenance management manual for ponds  Implement pest management strategies  Implement stage 1 of fauna inventory development  Develop and implement annual tree planting program  Develop and implement annual noxious weeds program  Seek funding and approval for concept plans for Horticulture Master Plan Frog Hollow, Centennial Park  Implement floral exhibits for anniversary of the Olympics with donated seeds from Japan
<b>Waste Management</b> Implemented new co-mingled waste systems across the Parklands  Leased 2 new CO <sub>2</sub> vehicles	Implement a waste education strategy
<b>Centenary of Federation Projects</b> Completed restoration of Federation Valley  Began replanting Parkes Drives – which will be known as the Avenue of Nations  Began work on re-establishing Old Grand Drive – soon to be renamed 'Federation Drive'	Complete Avenue of Nations planting and interpretive piece for official opening in October  Complete Federation Drive project for launch in December



The Federation Pavilion and Valley underwent meticulous restoration for the Centenary of Federation celebrations

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## Living heritage

### MIXING FUN AND WATER IN THE PARK

Centennial Park hosted the Water Festival in March 2001. This event was jointly organised by Botany Bay, Randwick, South Sydney and Waverley Councils, Sydney Water, and Centennial Parklands to raise awareness about the impacts of stormwater pollution in the local environment. Centennial Park ponds form part of the Botany Bay Catchment.

The family fun day included environmental displays, demonstrations, tours of the ponds, games and giveaways. The primary focus was on stormwater pollution and the threat it causes to the health of the entire catchment which includes Centennial Park ponds, the Botany Wetlands and Botany Bay.

### PEST MANAGEMENT STRATEGY DEVELOPED

The Parklands continued to be impacted by pest fauna including rabbits, ibis, pigeons and foxes.

In January, the Trust convened a Pest Animal Workshop which was attended by representatives from Centennial Park and Moore Park Trust, Moss Vale Rural Lands Protection Board, Department of Agriculture, University of Sydney's Veterinary Clinical Science, Taronga Zoo, University of Sydney's Institute of Wildlife Research, Mount Annan Botanical Gardens, Royal Botanic Gardens Sydney, Crown St Veterinary Hospital Wollongong, Burwood Council, Waverley Council, Warringah Council, Wildlife Rescue - WIRES, Australian Feral Management, National Parks and Wildlife Services, Australian Golf Course, and CRC for the Biological Control of Pest Animals.

The workshop aimed to identify suitable options for the implementation of an integrated pest management program for the Parklands and to consider the benefits of the extension of the program on a regional approach.

As a result of the workshop, a pest animal strategy has been developed for the future management of pest fauna in the Parklands and will commence in the new financial year.

The University of Sydney's Institute of Wildlife Research was commissioned to develop a fauna inventory methodology. This document provides a set of guidelines and recommendations for the prioritised development of fauna surveys and data capture.

### 170 KAURI PINE TREES PLANTED TO FORM THE AVENUE OF NATIONS

Centennial Parklands began its \$500,000 restoration of Parkes Drive in June, with more than 170 *Agathis robusta*, or Queensland Kauri Pine trees being planted as one of the Park's major Federation projects.

As part of the celebrations for the Centenary of Federation, this project will restore the grandeur of Parkes Drive, recreating the wonderful colonnade effect that was once a famous landmark of Centennial Park.

The Kauri Pine trees will replace the stately Canary Island Date Palms that were planted along Parkes Drive at the turn of the century, but over the past 20 years have been affected by a fungus – *Fusarium oxysporum* – which has destroyed 331 of the 350 that were originally planted.

This Federation-funded project will be known as The Avenue of Nations, paying tribute to the country's strength in diversity, participation, inclusiveness and unity. It will also include an interactive sculpture, set amongst the landscape so people can touch it, and symbolising the idea of participation by all Australians, and a one-day Spring festival to celebrate the completion of the project.

### TREE MASTER PLAN PROVIDES A BLUEPRINT FOR THE FUTURE

With trees in Centennial, Moore and Queens Parks being valued at more than \$90 million, a Tree Master Plan has been developed to provide a framework for all future tree planting projects. The Tree Master Plan sets out principles and strategies for the conservation of the existing tree population and a framework for the sensitive integration of new trees into the historic fabric of the Parklands.

A tree valuation depreciation methodology was developed which utilises a tree software management database of more than 8,000 trees in the Parklands. The methodology has been approved by the Audit Office and Treasury.

The replacement planting program comprised 29 trees across the Parklands. Increased maintenance and special attention was also required for 256 new trees which were planted as part of the Moore Park east and west restoration programs.

### NEW WASTE MANAGEMENT SYSTEM IMPLEMENTED

Work continued throughout the year to improve the efficiency of the Trust's waste management. This included conducting a waste audit in December 2000 with the assistance of the Southern Sydney Waste Board. The audit highlighted the need for an improved recycling system to enhance recovery rates of recyclable material.

As a result, the Trust has introduced a co-mingled waste system throughout the Parklands. The co-mingled system is consistent with the surrounding Council's domestic collection whereby litter falls into either one of two categories – non-recyclable or recyclable.

The Trust has installed an additional 13 waste stations throughout the Parklands including the refurbished Moore Park, to further assist park users with general dog litter.

Other waste management initiatives are detailed below.

A waste policy and procedures document was developed to further streamline office waste, public place waste, green waste, and construction and demolition waste. See Appendix 28 for waste statistics.

An education strategy was developed and will be implemented over the next financial year. The strategy will target the general community to educate people on the importance of picking up dog waste and using the co-mingled bin system efficiently.

The Trust leased two LPG fuelled ranger vehicles as part of the conversion of its fleet to being more environmentally friendly. Industry statistics and benchmarks indicate a 15 per cent reduction in CO<sub>2</sub> emissions from LPG fuelled vehicles.



This clever postcard formed part of the waste education strategy

## Performance Indicators

### Comparison of trees removed

	1997-98	1998-99	1999-00	Target 2000-01	Actual 2000-01	Target 2001-02
Planted	110	118	1,277	150*	208	150
Removed	73	164	154	123	74	50

\* Please note: last years annual report contained a typographical error in targets for planted trees. 1050 should have read as 150. This error has been amended in this year's report.

### Area of weeds treated (hectares)

	1999-00	Target 2000-01	2000-01	Target 2001-02
Noxious	28	35	28	20
Aquatic (Kensington Pond water hyacinth)	3.3	3.3	1.2	1.0
Environmental (Bindii & broadleaved turf weeds)	46	46	46	46

The noxious weeds targeted in the last financial year were lantana, castor oil plant, pampas, cestrum, water hyacinth and asthma plant.

### Percentage of Ponds at an acceptable water quality

	1997-98	1998-99	1999-00	Target 2000-01	2000-01	Target 2001-02
	15%	30%	40.6%	40%	44%	60%

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

### Carp Management

The Trust continued its Carp removal program over the last financial year. Carp needs to be managed and removed from the ponds as they are destructive to the ponds ecosystem.

	1998-99 (kg)	1999-00 (kg)	2000-01 (kg)
Busby's Pond	688.4		1,150.0
Duck Pond	823.4	480.0	
Willow Pond	23.0	16.0	
Fly Casting Pond	184.8	38.4	
Model Yacht Pond	257.7	192.6	
Randwick Pond	374.0		363.0
<b>TOTAL</b>	<b>2,351.3</b>	<b>727.0</b>	<b>1,513.0</b>

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### Performance Indicators

#### TABLE OF CAPITAL WORKS

Project	Description	Spending 2000-2001 (\$m)	Completion Date
Moore Park East Redevelopment Stage 3 ^	New bus stops, crossings, safety fencing, lighting and park restorations to busway between Macarthur and Gregory Avenues	1.129	June 2001
Moore Park West #	Reconstruction of playing fields, cricket pitches, cycle pathways, irrigation, bollards, 3 new amenities facilities, tree and shrub plantings	3.829	October 2000
Federation Drive Stage 1 Stage 2 *	Complete the realignment of water main, new exit road and reconfigured fencing/gateways at the Robertson Road entrance; Design consultancy fees for Stage 3 works	0.694	August 2000
Avenue of Nations *	Removal of palms, supply and planting of new avenue of trees and placement of tree guards Parkes Drive, Centennial Park	0.264	July 2001
Federation Valley *	Restoration of the Federation Pavilion, turf replacement, tree plantings, irrigation system and refurbished park furniture	1.023	December 2000
Ponds restoration	Complete the refurbishment of the Duck Pond including in-pond engineering and edge landscaping	0.360	July 2000
Infrastructure	Implement a new waste system for the Parklands	0.079	
	Resurfacing and edging to Lock Avenue	0.257	
	Installation irrigation system for McKay Sports Field Construct synthetic cricket wicket Centennial Park	0.064	
Landscaping/Tree Planting	Annual tree replacement program	0.075	May 2001
Moore Park Golf Course improvements	Implementation of the improvement program works comprising paths, drainage, golf course furniture, tee reconstruction	0.142	June 2001

\* funded from Commonwealth Government fund

^ includes funds from the RTA

# includes funds from the Department of Transport







# Right of access

## Strategy

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

## Performance against Key Result Areas

### Result

### Future

#### Access, safety and Signage

Completed brief for Signage Master Plan

Develop and implement Signage Master Plan

Developed and launch self-guided walking booklet

#### Expanded facilities

Improved safety and access to Moore Park East by installing lighting, pedestrian crossings, bus stops and fencing

Department of Transport contributed \$150,000 for Moore Park East roadway improvements

Opened Peace Pavilion for six months for the United Nations' International Year of the Culture of Peace

Installed MLAK key system to disabled toilets in the Parklands, to ensure safety and cleanliness

Improve access to disabled toilets

Complete playground user survey at the Café. Design and implement a new play facility

#### Fees and charges

Annual review of fees and charges

Ongoing annual reviews of fees and charges

#### Permissive occupancies

Completed licence for Sydney Boys High's use of McKay Oval

Complete licence for Waverly College's use of Queens Park

#### Asset management

Prepared and exhibited Centennial Parklands Transport, Access and Parking Plan

Seek Ministerial approval of the final Centennial Parklands Transport, Access and Parking Plan

#### Activity planning and assessment

Installed new booking management system

Integrate new booking management system into Sun finance system and rollout to Royal Botanic Gardens.

#### Risk management

Commenced development of Open Space Risk Strategy with Royal Botanic Gardens and Bicentennial Park

Complete open space risk strategy model. Develop and implement Park safety program

Completed Emergency Management Plan for Equestrian Centre

Emergency management plan implemented into standard operating procedures

## PEACE PAVILION OPENS

Centennial Park supported the temporary installation of the Peace Pavilion by Brahma Kumaris Raja Yoga organisation. The Pavilion was open for six months.

The Peace Pavilion promoted the United Nations' International Year of the Culture of Peace, reinforcing the important role Centennial Park plays as a place of peace and reflection.

The Peace Pavilion design was of an upturned leaf, with a wooden base and a floating transparent perspex roof that allowed sunlight to stream through. This structure offered stunning views over the Duck Pond. The Peace Pavilion moved on to a parkland on the Gold Coast in January 2001.



## An artist's impression of the upgrades proposed in the Draft Transport and Access Plan

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### MOORE PARK EAST PUBLIC TRANSPORT AND PEDESTRIAN IMPROVEMENTS

The Trust joined forces with the Department of Transport (DoT) to further improve bus and pedestrian access in Moore Park. The DoT contributed \$150,000 to this \$500,000 project, with the balance funded from the Trust's capital works program.

The upgrade was completed in June 2001 and included:

- demolishing the abandoned road section of Gregory and Macarthur Avenue between Anzac Parade and the Anzac Parade bus roadway and connecting existing cycle/pedestrian pathway
- extending existing paths at Gregory and Macarthur Avenue to link with Anzac Parade cycle/pedestrian pathway
- installing new pedestrian crossings across the existing bus roadway
- constructing new bus stop facilities and bus laybys adjacent to Gregory and Macarthur Avenue pedestrian paths
- installing new bollards and fencing and relocation of existing fencing to improve safety
- reinstating disturbed parkland with turf
- installing stormwater drainage system and soakage pits
- installing emergency access gate onto the bus roadway through existing pool fencing north of Gregory Avenue
- installing new footings for the temporary event fencing and permanent fencing to the Moore Park Bus Station Loop Road to improve accessibility and safety of the playing fields
- provision of pedestrian crossings with lighting across the Moore Park Bus Station Loop Road

Public transport infrastructure in Moore Park has been significantly upgraded since 1997, with the Trust spending more than \$5 million on improvements to transport and access facilities.

### NEW BOOKING MANAGEMENT SYSTEM IMPLEMENTED

During 2000-2001 the Trust replaced its Booking Management Systems (BMS). Previously, the Trust used three separate systems to manage four venues: ES Marks Athletics Field, the sporting fields, Centennial Square and the Equestrian Centre. The replacement BMS integrates three of these venues (with the fourth to be integrated in early 2001/2002) and permits interfacing with other business applications such as the SUN Finance System.

The major benefits gained from the upgrade were:

- ability to manage remote venues
- expansion of booking types that can be managed
- improved financial accountability
- able to be extended to use by other Visitor Service Agencies (VSA)

In the future the system may be linked to the Internet.

The Trust has received funding through the VSA to improve accessibility to the system from the Royal Botanic Gardens.

### DRAFT TRANSPORT, ACCESS AND PARKING PLAN COMPLETED

An estimated \$5 million will be required to implement the Transport, Access and Parking Plan if it is approved. The Plan has identified a range of funding sources.

Some of the major proposed improvements under this Plan include improving pedestrian and cycle access across 13 intersections immediately around the perimeter of the Parklands, as well as promoting and enhancing public transport options to the Parklands.

The Trust recognises the importance of Grand Drive in Centennial Park for recreation and the Plan proposes a change to its configuration to improve safety and reduce the current conflicts between motor vehicles, cyclists and rollerbladers. It is proposed to have parallel parking on the outside of Grand Drive, with a green surfaced cycle lane on the inside. The arrangement removes parking from tree roots allowing landscaping improvements.

The draft Plan may be modified dependant on the content of the submissions, before going to the Minister for final approval and incorporation into the Centennial Parklands Plan of Management.

### Performance indicators

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

1999-2000	2000-2001	Target 2001-2002
37%	28%	30%
Total participants: 6,577	Total participants: 7,070	Total participants: 7,000

#### Golf course usage

	1998-99	1999-2000	2000-2001	Target 2001-2002
Members	14,400	15,766	17,722	17,000
Public	42,843	44,127	40,061	42,000
Driving range	no figures	no figures	124,000	125,000
<b>Total</b>	<b>57,243</b>	<b>66,793</b>	<b>181,783 *</b>	<b>184,000</b>

\*Note: The dramatic increase in figures arose because of new technology making it possible to monitor visitor rates at the driving range.

#### Average percentage of public transport users attending sports games at Moore Park

	1999	2000	2001	Target 2002
Cricket	12.0	22	20.5	30
AFL	20.2	19	17.8	30
NRL	5.2	6	7.0	10
Rugby Union	4.1	5	6.8	10



# Cultural expression

## Strategy

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

## Performance against Key Result Areas

### Result

#### Centenary of Federation celebrations

Developed strategies for Centenary of Federation activities. This included re-establishing Artful Park and staging a multi-cultural festival

Finalised a Memorandum of Understanding for Centenary of Federation activities in Centennial Park, and facilitated the successful delivery of the Journey of a Nation parade, the Centennial Ceremony and the 1pm commemorative ceremony

#### Cultural events and recreation

More than 140,000 people attended 48 events in the Park. Events included:

- Bob Dylan 'Under the Stars' concert
- Big, Bold and Brassy
- Hemispheres (flagship event of Olympic Arts Festival)
- Alegria – Cirque du Soleil
- Moonlight Cinema

Chase Manhattan hosted its inaugural Australian Corporate Challenge road race in Centennial Park

The Olympic world media attended a welcome to country party at Centennial Park hosted by the NSW Government

#### Education and interpretation programs

7,070 people attended ranger-guided Escape & Explore activities

281 Escape and Explore activities were conducted including guided walks, holiday activities, educational excursions, birthday parties, themed event days and community outreach programs

Successfully hosted community outreach programs which included:

- Streamwatch
- Westpac Volunteer Program
- Community Space Display as part of the Biodiversity Exhibition at The Australian Museum
- Clean Up Australia Day – held in Centennial Park and Moore Park
- Outline for Waste Education Strategy developed

Conducted Volunteers Survey to assess programs and level of interest by the community

### Future

- Successfully coordinating the Artful Park outdoor art exhibition
- Interpretive works installed in Federation Valley and Parkes Drive
- Successfully conduct the multi-cultural festival

Portrait of a Park exhibition to be presented at the Superintendent's Residence at the Paddington Gates

Host a planned 23 events during 2001-2002

Support the establishment of the inaugural Sydney Marathon

Complete Guriwal Bushtucker Trail

Ongoing review and improvement of the Escape and Explore Program

Establish Information and Interpretive Centre

Prepare an interpretive plan for the landscape and cultural heritage values of the Parklands

Implement volunteer program for the Parklands based on feedback from surveys undertaken



The stunning and unique Centennial Ceremony on 1 January 2001 celebrated Australia's nationhood

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## Cultural expression

### CULTURAL EVENTS AND RECREATION

The Parklands was showcased alongside a wide variety of events, international performances and educational programs over the past year. Many of these opportunities were associated with the Sydney 2000 Olympic and Paralympic Games, and Centenary of Federation activities.

This year's annual program of events included Hemispheres (widely heralded as the best event of the Sydney 2000 Olympic Arts Festival); the Journey of a Nation; Centennial Ceremony; Cirque du Soleil's *Alegría*; Big Bold and Brassy jazz and swing concert; Moonlight Cinema's outdoor summer theatre; Chase Manhattan's Corporate Challenge; plus many smaller and community style activities.

### CIRQUE DU SOLEIL

Cirque du Soleil returned to Moore Park with *Alegría* – an astonishing theatrical blend of circus art, live performances, spectacular costumes, elaborate set design and captivating original live music.

*Alegría* followed the sell-out success of *Salimbanco*, and proved to be just as popular with the *Alegría* season extended, and more than 200,000 people viewing it.

### BOB DYLAN CONCERT A HUGE SUCCESS

More than 15,000 people gathered at Centennial Park to watch rock legend Bob Dylan perform "Under the Stars" in March. The Park provided a magnificent setting.

The *Sydney Morning Herald* said "Babyboomers mixed with generation X'ers and a host of in-betweens for a rite of passage in Sydney last night: a Bob Dylan concert." (26/3/01).

The *Daily Telegraph* summed up the event with: "Dylan proved some things get better with age. He certainly does. Last night the fresh air and picturesque setting seemed to energise Dylan who launched into a series of enthusiastic, if not quite-searing, knock-kneed string lead breaks." (26/3/01).

### CHASE MANHATTAN CORPORATE CHALLENGE TAKES TO THE PARK

The inaugural Australian 2000 Chase Corporate Challenge took place in Centennial Park. The 5.6 kilometre road race attracted more than 1000 employees from corporations, businesses, government and financial institutions.

The inaugural Sydney event marked the first race of the Chase Corporate Challenge season, with winning teams from Sydney being the first to qualify to run in the 2001 Challenge Championships in New York City.

The Chase Manhattan Bank's world-famous corporate road race first began in 1977 and has grown to become the world's largest participatory road racing series. Today it attracts hundreds of thousands of runners taking part in 20 races held throughout the world.

### ESCAPE AND EXPLORE PROGRAM

The Escape and Explore program continued to provide participants with hands-on educational activities, ranging from guided walks and birthday parties to school holiday activities, educational excursions and informative talks. Attendance was slightly up from last year with 7,070 people participating in 281 different activities, and generating \$37,242.

More than half of the participants on the educational excursions were primary school students. Most of our activities continue to be based around the wetlands of the Parklands, which offer both a variety of educational and unique features.

Evaluation of the educational program revealed high levels of participation and satisfaction. This year, the feedback was very similar, with 80 per cent of participants rating the activities as "great" and 20 per cent as "good".

### CLEAN-UP AUSTRALIA DAY IN THE PARK

Clean-Up Australia Day was held in Centennial Park and Moore Park, attracting more than 35 people dedicated to keeping the Parklands beautiful. Each year Clean-Up Day continues to attract people of all ages who kindly donate their time to help maintain the beauty and integrity of the

Park. Last year more than a half filled skip of rubbish was cleared from the Park, with the focus being on the Learner's Cycleway and Moore Park.

### WESTPAC VOLUNTEERS

More than 25 Westpac bank employees volunteered to help complete the Guriwal Bushtucker Trail, located near the Randwick Gates. The trail was originally developed by the Guriwal Aboriginal Corporation to interpret flora and fauna.

Westpac volunteers pledged their time over a 12 month period to removing weeds, planting native flora and mulching around the interpretive poles created by the Guriwal people.

When completed, the community will journey the Guriwal Bushtucker Trail for a bushtucker experience where the menu will include banksia, paperbark and wattle and an insight into how the area might have looked 200 years ago while also learning about Australia's original inhabitants.

### PARKLANDS CALL FOR VOLUNTEERS

As part of the 2001 International Year of Volunteers, Centennial Parklands conducted a survey calling for volunteers to participate in a variety of projects. The community expressed most interest in working on fauna projects, and caring for the Parks through weeding and bush care activities. Other volunteer projects on offer will be helping to administer the heritage library, providing information services from the Mobile Ranger Station, collecting rubbish around the Parklands, and helping to coordinate the volunteers program.





# Business viability

## Strategy

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

## Performance against Key Result Areas

Result	Future
<b>Corporate and financial services</b> Successful implementation of GST  Continued working on cooperative agreement for joint information technology between the Visitor Services Agencies (VSA) (Royal Botanic Gardens, Art Gallery of NSW, and Tourism NSW)	Integrated electronic lodgement of BAS  Cooperative agreement for shared corporate services delivery of information technology, human resources and finance by the Visitor Services Agencies
<b>Business ventures and marketing</b> More than 70 per cent of operating expenditure was self-generated through leases and licences and marketing of products and services  Successfully reviewed management options for Centennial Parklands Equestrian Centre	Extend term of interim management. Analyse case for implementing recommended management options  Develop and launch the Parklands Foundation  Implement corporate business strategy, identifying new business opportunities, revenue streams and promotional opportunities
<b>Information systems</b> Implemented virtual multi-agency network with other Visitor Service Agencies, to improve efficiency and technology enhancements  Implemented new telephone system with voicemail and connection to ISDN	Complete e-commerce project with other Visitor Service Agencies
<b>Capabilities</b> Deployment of VSA Standard Operating Environment (SOE)  Completed rollout of SUN shared finance system  Completed initial phase of shared VSA Intranet to allow delivery of accurate and current procedures, operational and logistical information to staff from a centralised location  Introduced initial implementation of e-commerce shop functions to allow delivery of more core services via the Internet	Upgrade Standard Operating Environment (SOE) to maintain the modern and reliable end-user IT platform  Implement finance cost centre management reporting and Intranet workflow project  Conduct common IT Training Strategy & Staff Technology Focus Seminars  Implement HR CHRIS Kiosk, an Employee Self Service facility  Dialup Authentication Monitoring to allow auditing of usage of local dialup services and centralise reporting of remote access to IT systems



Judith Thompson (r) assists Magda Bassily (l) in her induction as part of the Migrant Work Experience Program

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## Business viability

### Performance against Key Result Areas - Continued

Result	Future
<b>Asset management</b> Implemented capital works program  Completed computerised tree database management program  Awarded new ground maintenance contract for Moore Park and Queens Park	Develop 5 year Strategic Asset Acquisition Plan   Develop Trust service strategy Grounds maintenance contract for Moore Park and Queens Park to commence Develop integrated Asset Management Project with Royal Botanic Gardens
<b>Workforce and organisational performance</b> Completed accommodation and workplace design review	Prioritise recommended solutions and commence staged implementation

### TRUST BUSINESS AND LICENCES

In 2000-2001, the majority of revenue was generated through the Parklands' business activities. All business revenue streams performed above budget for the financial year. Important sources of revenue included Fox Studios, Moore Park Golf Course, car parking and the Centennial Parklands Equestrian Centre. The Trust continued to provide cooperative marketing support which assisted the Parklands' businesses and the Trust to achieve mutual goals.

A strategy was developed that identified a number of opportunities for new licences on Trust lands, such as mobile food vans in Queens and Moore Park and cycle hire in Centennial Parklands. These will be explored further in the next financial year. The strategy also identified the importance of establishing co-operative marketing opportunities between licensees with the aim of broadening visitor awareness of the diverse range of facilities and experiences available within the Parklands while increasing returns to the Trust via the licensees.

Another achievement was the signing of a licence agreement with Sydney Boys High. This was a directive from the Plan of Management which required the Trust to terminate the permissive occupancy agreements with both Sydney Boys High School and Waverly College (the later expected to be completed in next financial year). The new licence agreement recognises the special relationship Sydney Boys High have with the Parklands, however the key benefit is that it allows broader public access to the land.

The implementation of the Peace Pavilion licence, on a cost recovery basis, was viewed as a success with broad positive publicity and support from the general public.

The mobile café, Centennial Parklands Restaurant, Moore Park Gold Driving Range and Gold Course licences were renewed during the year.

The Management Deed for the Royal Hall of Industry and the Hordern Pavilion was also finalised as per the conditions of the 1997 Deed.

### NEW MANAGEMENT APPOINTED FOR THE EQUESTRIAN CENTRE

Peter Taylor, the first manager of the Centennial Parklands Equestrian Centre retired in January 2001. RANS Management Group was then appointed for a eighteen month term beginning in January 2001.

RANS Management Group has a strong industry record in leisure and recreation facilities venue and event management.

Existing license arrangements are being maintained directly with the CPEC licensees, such as the Veterinarian and Riding Schools. All licensees licensed to operate on trust lands will be renewed for an additional three (3) year term.

The interim management arrangement has allowed the Trust to conduct a thorough assessment of the way in which the CPEC is to be managed in the future. PriceWaterhouseCoopers (PWC) conducted the management options review. The PWC review was completed in May 2001.

The review included widest possible consultation. CPEC users and

Licensees, the Trust staff and management were interviewed by PWC.

This performance has demonstrated that work undertaken during the 2000 financial year ensured appropriate systems were in place to deal with changeover to the GST.

### VISITOR SERVICES AGENCIES (VSA)

The Trust continued to collaborate with other Government Visitor Services Agencies (Tourism NSW and Royal Botanic Gardens) with a joint IM&T strategy which involves sharing resources and thereby reducing costs.

Under this agreement, the Trust shares information management technology with the other Visitor Services Agencies in order to establish a wide information technology network. The Visitor Services Agencies are also working towards sharing corporate services including finance and human resources management. A joint IT unit was established in 2000-2001 with one position located at the Trust.

### GOODS AND SERVICES TAX

The Trust reported to the State Government with a fifth and final report during 2000-2001 on its GST performance. The reports note that the Trust commenced lodging its monthly business activity statements electronically in July 2000. Furthermore, an independent audit in May 2001 found that all relevant transactions were being accurately calculated and properly recorded. Further training of staff has also been undertaken during the year to ensure compliance is maintained.



## OUR PEOPLE

The staff continue to work towards maintaining and achieving the vision and mission of the Trust.

Among our 53 staff members, 37.73 per cent are women, 11.32 per cent are people with a disability, 7.54 per cent are people whose first language was not English, and 11.32 per cent are people from racial, ethnic or ethno-religious minority groups (see Appendix 6 for further details).

The Employee Assistance Program continued to be offered by an external service provider, providing staff with access to a confidential counselling

service for personal and work-related problems.

Centennial Park and Moore Park Trust are committed to the Migrant Work Experience Program conducted by the Office of the Director of Equal Opportunity in Public Employment. To date we have provided one placement in our Finance area. This placement enabled the participant to enhance career opportunities and at the same time make a contribution to the effective and efficient operation of the Finance Department. The Trust will continue to support the Program by offering further placements in the coming year.

## Performance Indicators

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

Actual 1996-97	Actual 1997-98	Actual 1998-99	Target 1999-00	Actual 1999-00	Target 2000-01	Actual 2000-01	Target 2001-02
6.5	8.23	7.13	6	5.94	5	6.38	5

Note: Average number of sick days higher than anticipated due to serious illness within a small percentage of the workforce.

### Number of Workers Compensation Claims

Actual 1997-98	Actual 1998-99	Actual 1999-2000	Target 2000-01	Actual 2000-01	Target 2001-02
10	7	10	7	7	7

Percentage of annual operating expenditure funded by the Trust: 60%

Percentage of annual income generated by the Trust: 68%

Annual capital works expenditure (\$m): \$19 million

## Regular cleaning of ponds and lakes is part of the Parklands quality maintenance program

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# Centenary Of Federation

On 1 January 1901 representatives from each state and tens of thousands of people gathered at Centennial Park to witness the inauguration of the Commonwealth of Australia. The ceremony completed the peaceful transition to a federated nation. This was and remains an achievement, for which Australians can be proud. The significance and poignancy of this achievement 100 years before, was celebrated by some 85,000 people in Centennial Park on 1 January 2001.

Centennial Park and Moore Park Trust assisted the NSW Centenary of Federation Committee to prepare a comprehensive program of events and ceremonies centred on Centennial Parklands. The celebration events included the Commemorative Ceremony, Parade and the show piece – the Centennial Ceremony. All events were open to the public and well attended.

The Commemorative Ceremony saw the Prime Minister, Governor General, State Premiers, Governors and Territory Chief Ministers reaffirm their commitment to the federated nation. Commemorative and interpretive plaques located at the Federation Pavilion, which houses the nation's foundation stone, were also unveiled.

A giant street parade, entitled Journey of a Nation – the Federation Parade re-enacted the parade conducted in 1901. Australian cultural and iconic themes were represented by imaginative bands, marchers, dancers, actors and floats. A diverse array of themes were represented including the indigenous origins, multiculturalism, inventions and discoveries, sport, food, fashion, popular culture, arts and the future.

The Centennial Ceremony featured choral and orchestral performances, original compositions, speeches from the nations leaders and sophisticated event technologies. The unique staging was silhouetted against the Parkland's Parade grounds pine grove which created a spectacular effect.

## CENTENNIAL PARK'S FEDERATION CAPITAL WORKS PROGRAMS

The Centenary of Federation provided Centennial Park with an opportunity to complete three major capital works projects, courtesy of a \$10 million grant from the Commonwealth Government. Funding was provided by the Federation Cultural and Heritage Projects Program Fund.

The projects included the:

### Federation Valley Restoration – \$1.6 million

Completed in December 2000, the restoration focused on the valley's landscape and the Federation Pavilion (The Pavilion houses the stone marking the location where Federation was declared in 1901.)

The Pavilion's sandstone facade and artwork by Imants Tillers, inside the Pavilion were cleaned and restored. This involved removing 1400 enamel tiles and replacing them with new tiles reproduced meticulously by hand.

Landscape works included the installation of new drainage and fully automatic irrigation systems, a viewing platform and new turf works. The Prime Minister, Premier and Trust Chairman unveiled a plaque commemorating the works as part of the official ceremonies.

### Federation Drive – \$7.9 million

Federation Drive links Moore Park to Centennial Park. The Federation drive project includes road works, feature

lighting, tree planting and paving. The infrastructure work realises the vision of creating a ceremonial entrance to the park while the reinstated Federation Drive will make more useful space available to the public for passive recreation.

The project is due for completion in November 2001.

### Replanting of Parkes Drive – \$500,000

Parkes Drive was once famous for its magnificent avenue of Canary Island Date Palms, which created a grand colonnade effect through the centre of Centennial Park. Unfortunately a fungus – *Fusarium oxysporum* – has been fatal for the palms.

Queensland Kauri Pines have been identified as a suitable plant able to withstand the fungus and are being planted in an avenue style. The drive will be known as the Avenue of Nations in recognition of the people and cultures that make up Australia. There will be a festival celebrating diversity, the nation's journey and the final planting of the trees on 14 October 2001.

## CULTURAL PROJECTS

An outdoor art exhibition (Artful Park), the Avenue of Nations festival (Parkfest) and an interactive, interpretive display are also being developed to celebrate and introduce the community to the Centenary of Federation-inspired capital projects.







All the Australian Heads of State gathered in Centennial Park on 1 January 2001 to mark one hundred years of Federation.

Below: The Paddington Gates celebrating Federation a century apart – the 2001 interpretation of Australian unity (l) and the 1901 style (r).



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## Involving the community

Providing opportunities for community involvement in decisions continues to be a key priority for the Trust. The Community Consultative Committee is set up to do just this. The Community Consultative Committee met eight times during the reporting year, to discuss matters of interest to the community and items raised by the Trust requiring community input.

The Trust also held a number of community consultations throughout year, including:

- Draft Moore Park South Master Plan open day and exhibition
- Draft Transport, Access and Parking Master Plan open day and exhibition
- Federation Drive exhibition
- Parklands heritage listing and the Conservation Management Plan open day
- Companion Animals Reference Group

### DOG POLICY REVIEW

A Companion Animal Reference Group was established to assist with ongoing consultation, reviewing and implementing Centennial Parkland's Dog Policy.

The Group comprises of representatives from the RSPCA, local dog training groups, pet care associations, vets, commercial dog walkers, WIRES, Community Consultative Committee, and a spokesperson for individual dog walkers.

The Companion Animal Reference Group has commented on a variety of issues including:

- Agreed amendments to prohibited areas (ponds, learners cycleway)
- New bin station locations
- Location of bag dispensers
- New signage
- Tie up facilities at café
- A drinking trough proposed for Sandstone Ridge
- On-leash requirement for Federation Valley

### CENTENNIAL PARKLANDS TRANSPORT ACCESS AND PARKING PLAN

Sinclair Knight Merz assisted the Trust with the consultation process. The general public, parkland users, businesses, surrounding property owners and other stakeholders have had the opportunity to input into the draft Plan through:

- A Project Reference Group which met on three occasions and has provided detailed information on issues to be considered in the draft Plan and input on draft actions proposed
- A freecall 1800 number has been set up for the duration of the project to discuss issues or receive information on the Plan
- Information has been available on the Trust's website [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au)
- Media releases and advertisements have been placed advising of the opportunity to comment
- Briefings/discussions with elected representatives, transport agencies and local councils
- 2000 newsletters were circulated at the start of the Plan to invite comment
- The public exhibition of the Draft Plan which was on display from 2 July for 4 weeks
- A peer review of the draft Plan by Professor John Black of UNSW who specialises in areas of land-use transport planning and the social, economic and environmental impacts of transport systems and Associate Professor Tony Veal of UTS who specialises in Leisure and Recreation planning

### MOORE PARK SOUTH MASTER PLAN

The Trust engaged Brian Elton and Associates to conduct an extensive public consultation on the development of the Draft Master Plan for Moore Park South. The consultation was conducted in conjunction with the master planning consultants, Spackman & Mossop and included the following elements:

- A Project Control Group was established to assist the Trust in guiding the development of the Master Plan
- A Project Reference Group was established to provide a forum for key stakeholders to provide input to the preparation of the Draft Master Plan, to provide a conduit for the dissemination of information to and input from the local community to the plan and to provide advice to the Centennial Park and Moore Park Trust and its consultants on appropriate community information and consultation strategy
- Members of the Reference Group included local councils, precinct committees, community representatives, government agencies (including transport, heritage, planning,

sport and recreation), the Trust's Community Consultative Committee, sporting groups, local schools and Trust business licensees

- Public meetings were also held with the major venues surrounding the Parklands, near residential neighbours and local Mayors and Members of Parliament
- The Trust held two public open days during the development of the Master Plan. These open days were advertised in the local and major press and through a letterbox drop to over 4000 households
- In addition, the Trust has distributed media releases, conducted radio interviews, published all meeting notes on the Centennial Parklands website [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au), as well as publishing information in its quarterly Parklands magazine.

### PLAYGROUNDS

During the year, the Community Consultative Committee, in cooperation with the Trust, developed a strategy on future development of playgrounds within the Parklands. The guiding principles for upgrading developing playgrounds are detailed below.

- Users and carers will be involved in the playground planning and design process.
- Playgrounds will be developed to cater for children from a broad range of ages and children with disabilities.
- Playgrounds will have elements of uniqueness or distinctness promoting the Park's cultural, environmental and historical values.
- Playground development will be consistent with the AS New Zealand Draft Standard 4486.1.1997.

The Trust has approved the Playground Strategy and has also commenced work to design a new playground near the Centennial Park Café.





# Olympics and Paralympics

## CENTENNIAL PARKLANDS IN TOP FORM FOR OLYMPIC & PARALYMPIC EVENTS

Centennial Parklands welcomed the world and represented Sydney as a key sporting and community venue as tens of thousands discover Sydney's green heartland during the Sydney 2000 marathon and road cycling events.

Centennial Parklands was a spectacular backdrop for free and unticketed Olympic events, starting with the Women's Marathon on 24 September, followed by Road Cycling on 26, 27 and 30 September, Men's Marathon on 1 October, the Paralympic Road Cycling on 25 to 27 October and the Paralympic Marathon on 29 October.

In the lead-up to the Games, the Trust worked closely with the Olympic Co-ordination Authority (OCA) and the Sydney Organising Committee for the Olympic Games (SOCOG) to assist in planning for these events. The planning reduced the impact on the Parklands, minimised disruptions to users and ensured Olympic and Paralympic events were successfully conducted.

The Trust worked hard to prepare the Parklands for the Sydney 2000 Games. Significant attention was given to Centennial Park's 10 ponds, which were cleaned, with five of them being landscaped and restored.

More than 8,500 flowers and plants created unforgettable horticultural exhibitions commemorating the Sydney 2000 Olympic and Paralympic Games, in the Column Garden, Rose Garden and Frog Hollow.

Many maintenance programs were bought forward and an increased level of service was required during the period. All staff and licensees participated in customer service and cultural awareness training (provided by TAFE NSW), in readiness of the Games visitors. On event days staff worked as part of the venue team to deliver customer service and manage safety.

The Olympic and Paralympic projects provided the impetus to refine media management techniques and incident management systems. New maps and multi-lingual visitor guides were also developed.

## THE CULTURAL OLYMPIAD IN CENTENNIAL PARK

A sensational international line-up of star musicians featured in Hemispheres – a weekend concert at Centennial Park – and a key event in the Sydney 2000 Olympic Arts Festival.

The concert ran from 9-10 September, one week before the Olympics began. Hemispheres showcased more than 200 musicians performing more than 40 contemporary, diverse acts from Australia and overseas, performing on two stages. The music ranged from intimate acoustic traditions, to blues, rock, hip hop, world fusion and the latest electronic DJ mix. In addition to this musical feast, some of the world's best known DJs and dance acts showed off their talents in a huge adjacent tent.

The Hemispheres line-up included:

- the Afro-Cuban All Stars – on their first visit to Australia. This multi-generational group consists of some of Cuba's greatest singers and musicians who starred in the Oscar-nominated film Buena Vista Social Club – and captures the flavour of the great Cuban big bands in the 1950s
- legendary African Blues singer Ali Farka Toure – whose debut visit to Australia was to perform in Hemispheres, and
- the local star-studded line-up of Christine Anu, Alex Lloyd, Endorphin, Paul Kelly, and many more.

According to Leo Schofield, Olympic Arts Festival Artistic Director, "Hemispheres gave people the opportunity to hear the world's finest artists in the congenial atmosphere of Sydney's greatest public park."



Centennial Parkland hosted many Olympic and Paralympic athletics from around the world

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# Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## STATEMENT BY MEMBERS OF THE TRUST

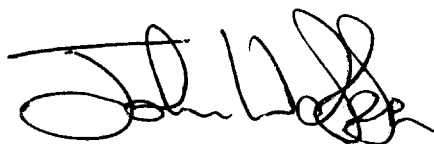
### Statement by Members of the Trust

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

- a) the accompanying Financial Statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983, The Financial Reporting Code for Budget Dependant General Government Sector Agencies*, the applicable clauses for the *Public Finance and Audit Regulation 2000* and the *Treasurer's Directions*.
- b) The accompanying Financial Statements exhibit a true and fair view of the financial position and transactions of the Centennial Park and Moore Park Trust.
- c) There are no circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate.



Jill Hickson  
Deputy Trust Chairman



John Walker  
Trustee



## INDEPENDENT AUDIT REPORT

### Centennial Park and Moore Park Trust

To Members of the New South Wales Parliament and Members of the Trust

#### Scope

I have audited the accounts of the Centennial Park and Moore Park Trust for the year ended 30 June 2001. The members of the Trust are responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and the information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament and members of the Trust based on my audit as required by sections 34 and 41C(1) of the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Trust's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

#### Audit Opinion

In my opinion, the financial report of the Centennial Park and Moore Park Trust complies with sections 41B and 41BA of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Trust as at 30 June 2001 and the results of its operations and its cash flows for the year then ended.

A handwritten signature in black ink, reading 'P.K. Brown'.

P K Brown, FCPA  
Principal Auditor  
(duly authorised by the Auditor-General of New South Wales  
under section 41C(1A) of the Act)

SYDNEY  
28 September 2001





# Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## START OF THE AUDITED FINANCIAL STATEMENTS

### STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
<b>Expenses</b>				
Operating expenses				
Employee related	2(a)	4,082	3,863	3,810
Other operating expenses	2(b)	5,146	5,111	3,034
Maintenance	2(c)	2,282	2,142	1,768
Depreciation and amortisation	2(d)	2,941	3,049	2,490
<b>Total Expenses</b>		<b>14,451</b>	<b>14,165</b>	<b>11,102</b>
Less:				
<b>Retained Revenue</b>				
Sale of goods and services	3(a)	2,582	2,683	2,498
Investment income	3(b)	6,637	5,730	5,439
Retained taxes, fees and fines	3(c)	79	75	118
Grants and contributions	3(d),7	7,870	6,910	2,483
Other revenue	3(e)	496	138	1,338
<b>Total Retained Revenue</b>		<b>17,664</b>	<b>15,536</b>	<b>11,876</b>
Loss on disposal of non-current assets	4	53	-	7
<b>NET COST OF SERVICES</b>	<b>24</b>	<b>(3,160)</b>	<b>(1,371)</b>	<b>(767)</b>
<b>Government Contributions</b>				
Recurrent appropriation	6	2,335	2,582	2,663
Capital appropriation	6	2,941	2,941	2,854
Acceptance by the Crown Entity of employee entitlements and other liabilities	8	280	335	314
<b>Total Government Contributions</b>		<b>5,556</b>	<b>5,858</b>	<b>5,831</b>
<b>SURPLUS FOR THE YEAR FROM ORDINARY ACTIVITIES</b>		<b>8,716</b>	<b>7,229</b>	<b>6,598</b>
<b>SURPLUS FOR THE YEAR</b>		<b>8,716</b>	<b>7,229</b>	<b>6,598</b>
<b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b>		<b>8,716</b>	<b>7,229</b>	<b>6,598</b>

The accompanying notes form part of these statements

# Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	10	13,463	8,691	9,611
Receivables	11,26	1,252	735	614
Other financial assets	12,26	3,517	66	3,295
<b>Total Current Assets</b>		<b>18,232</b>	<b>9,492</b>	<b>13,520</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment				
- Land and Buildings	13(a)	359,887	348,911	349,477
- Plant and Equipment	13(b)	665	498	568
- Infrastructure Systems	13(c)	163,519	169,814	157,993
Total Property, Plant and Equipment		524,071	519,223	508,038
Other	14	160	160	184
<b>Total Non-Current Assets</b>		<b>524,231</b>	<b>519,383</b>	<b>508,222</b>
<b>Total Assets</b>		<b>542,463</b>	<b>528,875</b>	<b>521,742</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	15,26	12,262	209	217
Employee entitlements and other provisions	16	393	402	402
Other	17	57	-	88
<b>Total Current Liabilities</b>		<b>12,712</b>	<b>611</b>	<b>707</b>
<b>Total Liabilities</b>		<b>12,712</b>	<b>611</b>	<b>707</b>
<b>Net Assets</b>		<b>529,751</b>	<b>528,264</b>	<b>521,035</b>
<b>EQUITY</b>				
Reserves	18	8,400	8,400	8,400
Accumulated funds	18	521,351	519,864	512,635
<b>Total Equity</b>		<b>529,751</b>	<b>528,264</b>	<b>521,035</b>

The accompanying notes form part of these statements



# Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(3,988)	(3,683)	(3,536)
Other		(7,957)	(9,848)	(5,148)
<b>Total Payments</b>		<b>(11,945)</b>	<b>(13,531)</b>	<b>(8,684)</b>
<b>Receipts</b>				
Sale of goods and services		2,412	2,683	2,377
Retained taxes, fees and fines		82	75	108
Interest received		774	486	393
Other		15,207	14,595	10,165
<b>Total Receipts</b>		<b>18,475</b>	<b>17,839</b>	<b>13,043</b>
<b>Cash Flows from Government</b>				
Recurrent appropriation		2,335	2,582	2,663
Capital appropriation		2,941	2,941	2,854
Cash reimbursements from the Crown Entity		160	155	124
<b>Net Cash Flows from Government</b>		<b>5,436</b>	<b>5,678</b>	<b>5,641</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>24</b>	<b>11,966</b>	<b>9,986</b>	<b>10,000</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Land and Buildings, Plant and Equipment and Infrastructure Systems		16	25	2,224
Proceeds from sale of investments		-	3,304	-
Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems		(8,130)	(14,235)	(7,505)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>		<b>(8,114)</b>	<b>(10,906)</b>	<b>(5,281)</b>
<b>NET INCREASE IN CASH</b>		<b>3,852</b>	<b>(920)</b>	<b>4,719</b>
Opening cash and cash equivalents		9,611	9,611	4,892
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>10</b>	<b>13,463</b>	<b>8,691</b>	<b>9,611</b>

The accompanying notes form part of these statements

# Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES

	2001				2000			
	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure	Capital Appropriation	Expenditure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Original Budget Appropriation/Expenditure</b>								
• Appropriation Act	2,582	2,332	2,941	2,941	2,384	2,384	2,531	2,531
	2,582	2,332	2,941	2,941	2,384	2,384	2,531	2,531
<b>Other Appropriations/Expenditure</b>								
• Treasurer's Advance	3	3			200	200	-	-
• Section 22 – expenditure for certain works and services					79	79	323	323
	3	3			279	279	323	323
<b>Total Appropriations Expenditure/Net Claim on Consolidated Fund (includes transfer payments)</b>	2,585	2,335	2,941	2,941	2,663	2,663	2,854	2,854
Amount drawn down against Appropriation		2,335		2,941		2,663		2,854
Liability to Consolidated Fund		-		-		-		-

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

The accompanying notes form part of these statements

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

The Centennial Park & Moore Park Trust as a reporting entity, comprises all the entities under its control.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

### (b) Basis of Accounting

The Trust's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for certain investments and land and buildings, plant and equipment and infrastructure systems, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

### (c) Revenue Recognition

Revenue is recognised when the Trust has control of the good or right to receive, it is probable that the economic benefits will flow to the Trust and the amount of the revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

### (i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the agency obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are now accounted for as liabilities rather than revenue.

### (ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products and services ie user charges. User charges are recognised as revenue when the Trust obtains control of the assets that result from them.

### (iii) Investment Income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 "Accounting for Leases".

### (d) Employee Entitlements

#### (i) Wages and Salaries, Annual Leave, Sick Leave and On-Costs

Liabilities for wages and salaries and annual leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

Unused sick leave is non-vesting and does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

#### (ii) Long Service Leave and Superannuation

The Trust's liabilities for long service leave and superannuation are assumed by the Crown Entity. The Trust accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of Employee Entitlements and other Liabilities".

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme) the expense is calculated as a multiple of the employees' superannuation contributions.

### (e) Insurance

The Trust's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

### (f) Accounting for the Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except:

- the amount of GST incurred by the Trust as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

### (g) Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Trust. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts



payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

#### **(h) Plant and Equipment**

Plant and equipment individually costing \$2,000 or more or which form part of a network (eg computers) are capitalised.

#### **(i) Revaluation of Physical Non-Current Assets**

Buildings, plant and equipment and infrastructure systems (excluding land and trees) are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued on an existing use basis. Trees are valued on either a market value or compensation value basis.

Each class of physical non-current asset is revalued every 5 years. The last such revaluation was completed on 30 June 1997 and, except for plant and equipment, was based on an independent assessment.

In accordance with Treasury policy, the Trust has applied the AAS38 "Revaluation of Non-Current Assets" transitional provisions for the public sector and has elected to apply the same revaluation basis as the preceding reporting period while the relationship between fair value and the existing valuation basis in the NSW public sector is further examined. It is expected, however, that in most instances the current valuation methodology will approximate fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Conversely, where assets are revalued to market value, and not by reference to current prices for assets newer than those being revalued, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset account to which they relate. The net asset accounts are increased or decreased by the revaluation increments or decrements.

The recoverable amount test has not been applied as the Trust is a not-for-profit entity whose service potential is not related to the ability to generate net cash inflows.

Revaluation increments are directly credited to the asset revaluation reserve, except

that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as an expense in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

#### **(j) Depreciation of Non-Current Physical Assets**

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity. Land and trees are not depreciable assets. In addition, the turfing of parklands (excluding golf course fairways and greens) is considered to have a useful life greater than 200 years and is not depreciated.

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives, including those components that in effect represent major periodic maintenance.

Major depreciation periods are:

- Buildings  
25-80 years
- Plant and Equipment  
4-10 years
- Infrastructure Systems
  - Roads, paths, gates and fences  
25-150 years
  - Underground services  
20-70 years
  - Golf Course fairways and greens  
100 years
  - Lakes and ponds  
100 years

#### **(k) Maintenance and repairs**

The costs of maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

#### **(l) Leased Assets**

The Trust has entered into operating leases under which the lessor substantially retains all the risks and benefits incidental to ownership of the leased asset.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

#### **(m) Receivables**

Receivables are recognised and carried at the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

#### **(n) Investments**

Investment in the TCorp HourGlass facilities is valued at market value.

For current investments, revaluation increments and decrements are recognised in the Statement of Financial Performance.

#### **(o) Payables**

These amounts represent liabilities for goods and services provided to the Trust and other amounts, including interest. Interest is accrued over the period it becomes due.

#### **(p) Reclassification of financial information.**

As a result of applying AAS1 "Statement of Financial Performance" and AA36 "Statement of Financial Position", the format of the Statement of Financial Performance (previously referred to as the Operating Statement) and the Statement of Financial Position has been amended. As a result of applying these Accounting Standards, a number of comparative amounts were represented or reclassified to ensure comparability with the current reporting period.

#### **(q) Budgeted amounts**

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie per the audited financial statements (rather than carried forward estimates).

#### **(r) Expenditure on Management Agreements**

Expenditure incurred on entering into agreements for the outsourcing of management of Trust commercial operations is accumulated in respect of each agreement. The expenditure is carried forward and amortised over the term of the respective management agreements.

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 2. EXPENSES

	2001 \$'000	2000 \$'000
<i>(a) Employee related expenses comprise the following specific items:</i>		
Salaries and wages (including recreation leave)	3,459	3,091
Superannuation	234	221
Long service leave	31	78
Workers compensation insurance	152	197
Payroll tax and fringe benefits tax	183	202
Other	23	21
	<b>4,082</b>	<b>3,810</b>
<i>(b) Other operating expenses</i>		
<b>Auditor's remuneration</b>		
- audit of the financial reports	32	31
Bad and doubtful debts	23	
Operating lease rental expense		
- minimum lease payments	132	87
Insurance	593	286
Consultants	178	60
Power and water	217	183
Legal fees	172	305
Waste removal and cleaning	593	483
Security	619	549
Other	2,610	1,027
	<b>5,146</b>	<b>3,034</b>
<i>(c) Maintenance</i>		
Repairs and maintenance	2,282	1,768
	<b>2,282</b>	<b>1,768</b>
<i>(d) Depreciation and amortisation expense</i>		
<b>Depreciation</b>		
Buildings	1,087	678
Infrastructure Systems		
- Roads, fences, gates and underground services	1,606	1,547
Plant and Equipment	224	241
	<b>2,917</b>	<b>2,466</b>
<b>Amortisation</b>		
Amortisation of capitalised expenditure on management agreements	24	24
	<b>24</b>	<b>24</b>
<b>Total depreciation and amortisation</b>	<b>2,941</b>	<b>2,490</b>

## 3. REVENUES

### *(a) Sale of goods and services*

#### **Rendering of services**

Use of recreational facilities *	2,581	2,496
Minor user charges	1	2
	<b>2,582</b>	<b>2,498</b>

\* The Trust subsidised one organisation by charging concessional rates on golf course green fees. The subsidy was to Moore Park Golf Club for \$136,258 (\$120,622 in 2000)

### *(b) Investment Income*

Interest	996	580
Rents*	5,641	4,859
	<b>6,637</b>	<b>5,439</b>

\* The Trust subsidised one organisation by charging concessional rates on licence fees. The subsidy was to KU Children's Services for \$62,532 (\$59,843 in 2000).

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 3. REVENUES (continued)

	2001 \$'000	2000 \$'000
<i>(c) Retained taxes, fees and fines</i>		
Fines received from issuance of infringement notices for breaches of Trust Regulations	79	118
	<b>79</b>	<b>118</b>
<i>(d) Grants and contributions</i>		
<b>Grants</b>		
Co-Ordinated Landscapes	-	30
Leighton Contractors	-	25
Stormwater Trust	-	150
State Transit Authority	-	15
Multiplex Constructions	5	-
Department of Public Works and Services	5	-
Moore Park Gardens	5	-
Macquarie Infrastructure Group	5	-
Roads and Traffic Authority	10	7
NSW Premiers Department	15	-
NSW Centenary of Federation Committee	30	-
Commonwealth Department of the Environment and Heritage	7,625	2,240
<b>Total grants</b>	<b>7,700</b>	<b>2,467</b>
<b>Contributions of assets</b>		
Department of Transport	152	-
Donations	18	16
<b>Total contributions of assets</b>	<b>170</b>	<b>16</b>
<b>Total grants and contributions</b>	<b>7,870</b>	<b>2,483</b>
<i>(e) Other revenue</i>		
Income arising from use of Trust lands by the Roads and Traffic Authority	88	836
Insurance recoveries	245	316
Other	163	186
	<b>496</b>	<b>1,338</b>

## 4. LOSS ON DISPOSAL OF NON-CURRENT ASSETS

### Loss on disposal of land and buildings, plant and equipment and infrastructure systems

Proceeds from disposal	(16)	(9)
Written down value of assets disposed	69	16
<b>Net loss on disposal of land and buildings, plant and equipment and infrastructure systems</b>	<b>53</b>	<b>7</b>
<b>Loss on disposal of non-current assets</b>	<b>53</b>	<b>7</b>

## 5. CONDITIONS ON CONTRIBUTIONS

This financial year the Trust received a grant of \$7,625,000 (\$2,240,000 in 2000) from the Commonwealth Department of the Environment and Heritage expressly for the purpose of undertaking improvements in

Centennial Park for various Federation projects. The grant has been recognised as revenue this financial year and expenditure of \$1,979,455 has been incurred as at 30 June 2001 (\$1,618,637 in 2000). The

unexpended balance of the grant amounting to \$6,266,908 (\$621,363 in 2000) will be spent during the financial year ending 30 June 2002 in accordance with the grant conditions.

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

<b>6. APPROPRIATIONS</b>	<b>2001</b>	<b>2000</b>
<b>Recurrent appropriations</b>	<b>\$'000</b>	<b>\$'000</b>
Total recurrent drawdowns from Treasury (per Summary of Compliance)	2,335	2,663
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
<b>Total</b>	<b>2,335</b>	<b>2,663</b>
<b>Comprising:</b>		
Recurrent appropriations (per Statement of Financial Performance)	2,335	2,663
<b>Total</b>	<b>2,335</b>	<b>2,663</b>
<b>Capital appropriations</b>		
Total capital drawdowns from Treasury (per Summary of Compliance)	2,941	2,854
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
<b>Total</b>	<b>2,941</b>	<b>2,854</b>
<b>Comprising:</b>		
Capital appropriations (per Statement of Financial Performance)	2,941	2,854
<b>Total</b>	<b>2,941</b>	<b>2,854</b>

## 7. INDIVIDUALLY SIGNIFICANT ITEMS

### Revenue and gains

Grants and contributions	7,870	2,483
	<b>7,870</b>	<b>2,483</b>

Grants and contributions are significant this financial year as a result of the receipt of a grant from the Commonwealth Department of the Environment and Heritage of \$7,625,000 compared to \$2,240,000 last financial year (refer Note 5).

## 8. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE ENTITLEMENTS AND OTHER LIABILITIES

The following liabilities and/or expenses have been assumed by the Crown Entity or other government agencies:

Superannuation	234	221
Long service leave	31	78
Payroll tax	15	15
	<b>280</b>	<b>314</b>

## 9. PROGRAMS/ACTIVITIES OF THE TRUST

For Budget purposes the Centennial Park & Moore Park Trust is a single program agency. The objective of the program is to manage the sustainable development of diverse urban parkland and leisure facilities on behalf of the community

through the application of the principles of best practice management. The program covers the protection and enhancement of the Centennial Parklands; the provision of equitable high quality recreational and cultural opportunities for the enjoyment of

Sydneysiders and visitors alike; and the promotion of the recreational, historical, scientific, educational, cultural and environmental values of Trust lands.

## 10. CURRENT ASSETS – CASH

Cash at bank and on hand	544	4,354
Deposits at call	12,919	5,257
	<b>13,463</b>	<b>9,611</b>

For the purposes of the Statement of Cash Flows, cash includes cash on hand, cash at bank and deposits at call.

Cash assets recognised in the Statement of Financial Position are reconciled to cash at the end of the financial year as shown in the Statement of Cash Flows as follows:

Cash (per Statement of Financial Position)	13,463	9,611
<b>Closing cash and cash equivalents (per Statement of Cash Flows)</b>	<b>13,463</b>	<b>9,611</b>

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 11. CURRENT ASSETS – RECEIVABLES

	Note	2001 \$'000	2000 \$'000
Sale of goods and services		409	182
Rent receivable		318	383
Retained taxes, fees and fines		15	18
Amount due from Australian Taxation Office for GST		473	-
Other debtors		37	31
		<b>1,252</b>	<b>614</b>

## 12. CURRENT ASSETS – OTHER FINANCIAL ASSETS

TCorp – Hour glass facilities		3,517	3,295
		<b>3,517</b>	<b>3,295</b>

## 13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

### (a) Land and Buildings

At Cost		86,347	74,849
At Valuation	13(d)	282,006	282,006
		<b>368,353</b>	<b>356,855</b>
Accumulated Depreciation at Cost		(2,001)	(1,304)
Accumulated Depreciation at Valuation		(6,465)	(6,074)
		<b>(8,466)</b>	<b>(7,378)</b>
		<b>359,887</b>	<b>349,477</b>

### (b) Plant and Equipment

At Cost		754	445
At Valuation	13(d)	1,291	1,472
		<b>2,045</b>	<b>1,917</b>
Accumulated Depreciation at Cost		(205)	(142)
Accumulated Depreciation at Valuation		(1,175)	(1,207)
		<b>(1,380)</b>	<b>(1,349)</b>
		<b>665</b>	<b>568</b>

### (c) Infrastructure Systems

At Cost		118,893	111,733
At Valuation	13(d)	73,207	73,327
		<b>192,100</b>	<b>185,060</b>
Accumulated Depreciation at Cost		(2,284)	(1,838)
Accumulated Depreciation at Valuation		(26,297)	(25,229)
		<b>(28,581)</b>	<b>(27,067)</b>
		<b>163,519</b>	<b>157,993</b>
<b>Total Property, Plant and Equipment At Net Book Value</b>		<b>524,071</b>	<b>508,038</b>



# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (continued)

### Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
<b>2001</b>				
Carrying amount at start of year	349,477	568	157,993	508,038
Additions	11,497	361	7,161	19,019
Disposals	-	(40)	(29)	(69)
Depreciation expense	(1,087)	(224)	(1,606)	(2,917)
Carrying amount at end of year	<b>359,887</b>	<b>665</b>	<b>163,519</b>	<b>524,071</b>
<b>2000</b>				
Carrying amount at start of year	338,801	809	163,523	503,133
Additions	1,760	16	5,611	7,387
Disposals	-	(16)	-	(16)
Reclassification	9,594	-	(9,594)	-
Depreciation expense	(678)	(241)	(1,547)	(2,466)
Carrying amount at end of year	<b>349,477</b>	<b>568</b>	<b>157,993</b>	<b>508,038</b>

### (d) Revaluations

#### Land

Land comprising Centennial Park, Queens Park and Moore Park and totalling 331.4 hectares was independently valued by Mr H Orphanou A.A.P.I. (Val). The valuation excludes any ground or structural improvements and was formulated on the basis of current buying price taking into account the value in use of the land. The valuation is dated 31 December 1997 and values the land at \$268,750,000.

#### Buildings and Infrastructure Systems

(i) Valuation of buildings and infrastructure systems was independently undertaken by Mr H Parlane FAIQS. The basis of valuation was current replacement cost as at 30 June 1997. The valuation is dated November 1997.

(ii) The valuation of land improvements such as landscaping, ponds and underground services was independently undertaken by Mr H Parlane FAIQS. The basis of valuation was current replacement cost as at 31 December 1997 being the date of the valuation. These improvements have been valued at \$34,328,700 (written down value of \$31,548,650).

#### Plant and Equipment

Valuation of plant and equipment (except for airconditioning and mechanical services) was undertaken by senior officers of the Trust. The valuation of airconditioning and mechanical services was independently undertaken by Mr H Parlane FAIQS.

The basis of the valuations was current replacement cost as at 30 June 1997. The valuations are dated 30 June 1997 and November 1997 respectively.

### (e) Work in progress

Included in property, plant and equipment are the following amounts of work in progress which will not commence to be depreciated until construction is completed or the items are installed ready for use:

	2001 \$'000	2000 \$'000
Buildings	-	941
Infrastructure Systems		
- Roads, fences, gates and underground services	3,058	8,005
	<b>3,058</b>	<b>8,946</b>

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

	2001 \$'000	2000 \$'000
<b>14. NON-CURRENT ASSETS – OTHER</b>		
Expenditure incurred on management agreements at cost	244	244
Accumulated amortisation	(84)	(60)
	<b>160</b>	<b>184</b>
<b>Reconciliations</b>		
<b>Management Agreements</b>		
Carrying amount at start of year	184	208
Additions	-	-
Disposals	-	-
Amortisation expense	24	24
<b>Carrying amount at end of year</b>	<b>160</b>	<b>184</b>

## 15. CURRENT LIABILITIES – PAYABLES

Creditors	11,866	114
Other	396	103
	<b>12,262</b>	<b>217</b>

## 16. CURRENT LIABILITIES

### - EMPLOYEE ENTITLEMENTS AND OTHER PROVISIONS

Recreation leave	261	252
Accrued salaries and wages	47	59
Accrued superannuation	-	10
PAYG tax payable	73	71
Accrued payroll tax	10	10
Other	2	-
<b>Total employee entitlements and other provisions</b>	<b>393</b>	<b>402</b>
<b>Aggregate employee entitlements</b>	<b>393</b>	<b>402</b>

## 17. OTHER LIABILITIES

### CURRENT

Income received in advance - sale of goods and services	57	-
Income received in advance	-	-
- Eastern Distributor compensation	-	88
	<b>57</b>	<b>88</b>

## 18. CHANGES IN EQUITY

	Accumulated Funds		Asset revaluation		Reserve	Total Equity
	2001	2000	2001	2000	2001	2000
<b>Balance at the beginning of the financial year</b>	<b>512,635</b>	<b>506,037</b>	<b>8,400</b>	<b>8,400</b>	<b>521,035</b>	<b>514,437</b>
<b>Changes in equity – other than transactions with owners as owners</b>						
Surplus for the year	8,716	6,598	-	-	8,716	6,598
Total	8,716	6,598	-	-	8,716	6,598
<b>Balance at the end of the financial year</b>	<b>521,351</b>	<b>512,635</b>	<b>8,400</b>	<b>8,400</b>	<b>529,751</b>	<b>521,035</b>

### Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the Trust's policy on the 'Revaluation of Physical Non-Current Assets' and 'Investments', as discussed in Note 1.

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 19. COMMITMENTS FOR EXPENDITURE

2001  
\$'000

2000  
\$'000

### (a) Capital Commitments

Aggregate capital expenditure for the acquisition infrastructure works contracted for at balance date and not provided for:

Not later than one year	558	4,252
Later than one year and not later than five years	-	-
Later than 5 years	-	-
<b>Total (including GST)*</b>	<b>558</b>	<b>4,252</b>

### (b) Other Expenditure Commitments

Aggregate other expenditure for the acquisition of goods and services contracted for at balance date and not provided for:

Not later than one year	264	271
Later than one year and not later than five years	-	-
Later than 5 years	-	-
<b>Total (including GST)*</b>	<b>264</b>	<b>271</b>

### (c) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	77	90
Later than one year and not later than five years	107	84
Later than 5 years	-	-
<b>Total (including GST)*</b>	<b>184</b>	<b>174</b>

\*Contingent Asset

The commitments shown above include the following input tax credits that are expected to be recoverable from the Australian Taxation Office:

Capital commitments	51	386
Other expenditure commitments	24	25
Operating lease commitments	17	16
<b>Total input tax credits</b>	<b>92</b>	<b>427</b>

## 20. PAYMENTS TO TRUST MEMBERS

No loans, advances or other payments have been provided to the Chairman or members of the Centennial Park & Moore Park Trust.

## 21. CONTINGENT LIABILITY

The Trust has no contingent liabilities.

## 22. COMPENSATION – EASTERN DISTRIBUTOR PROJECT

On 27 May 1997 the Centennial Park & Moore Park Trust and the Roads and Traffic Authority of New South Wales entered into an agreement known as the Moore Park Memorandum of Understanding. The purpose of the

memorandum was to outline the arrangements between and responsibilities of the parties with regard to the Eastern Distributor Project insofar as it affects land in Moore Park. In addition, the memorandum provided that the RTA would

pay compensation to the Trust for the acquisition, licencing and use of land in Moore Park. Total compensation payable was \$12,000,000.

Compensation receivable at the beginning of the financial year	-	4,500
Compensation received	-	(4,500)
<b>Compensation receivable at the end of the financial year</b>	<b>-</b>	<b>-</b>

# Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

## 23. BUDGET REVIEW

### Net cost of services

The net cost of services was \$1.8m higher than the original budget (revenue exceeded expenditure). This variance arose for the following reasons:

- (a) Revenue from grants and contributions exceeded budget by \$0.9m primarily due to timing differences in the receipt of grants from the Commonwealth Department of Environment and Heritage.

- (b) Investment income exceeded budget by \$0.9m mainly as a result of the receipt of higher than expected turnover rents on various commercial licence and lease agreements.

### Assets and liabilities

Total assets were higher than the original budget by \$13.6m. The main reason for this was expenditure on the internal fitout of the Royal Hall of Industries and the Hordern Pavilion amounting to \$10.7m. A liability of \$10.7m is also recorded in the

Statement of Financial Position reflecting the amount due to the developer.

### Cash flows

Net cash flows from operating activities exceeded budget by \$2.0m. This mainly arose due to higher than budgeted revenue as a result of increases in turnover rents and timing differences in the receipt of grants from the Commonwealth Department of Environment and Heritage.

## 24. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

	2001 \$'000	2000 \$'000
Net cash from operating activities	11,966	10,000
Cash Flows from Government/ Appropriations	(5,276)	(5,517)
Acceptance by the Crown Entity of employee entitlements and other liabilities	(280)	(314)
Depreciation and amortisation	(2,941)	(2,490)
Increment on other financial assets	222	187
Net loss on disposal of buildings, plant and equipment	(53)	(7)
(Increase)/decrease in employee entitlements	9	(27)
Increase/(decrease) in receivables	638	(2,258)
Assets acquired free of liability	152	-
(Increase)/decrease in creditors	(1,308)	370
Decrease in income received in advance	31	823
<b>Net cost of services</b>	<b>3,160</b>	<b>767</b>

## 25. NON-CASH FINANCING AND INVESTING ACTIVITIES

### Property, Plant and Equipment

The following acquisition is not reflected in the Statement of Cash Flows:

Infrastructure systems acquired free of liability and included in the financial statements at fair value (refer Note 3(d))

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## 26. FINANCIAL INSTRUMENTS

### Cash

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances at the business cash management account rate as determined by the bank. Cash also includes deposits at call in the TCorp Cash and Cash Plus Facilities (refer to the paragraph below – Hour Glass Facilities).

### Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be

uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales of goods and services are made on 14 day terms.

For other receivables the credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on other receivables. The carrying amount approximates net fair value.

### HourGlass Facilities

The Trust has investments in TCorp's HourGlass facilities. The Trust's investment is represented by a number of units of a managed investment pool, with each particular pool having different investment horizons and being comprised of a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

The Trust's investment is:

### Cash

Cash Facility	18	1,934
Cash Plus Facility	12,901	3,323
	<b>12,919</b>	<b>5,257</b>
<b>Other financial assets</b>		
Bond Market Facility	3,517	3,295
	<b>3,517</b>	<b>3,295</b>

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## 26. FINANCIAL INSTRUMENTS (continued)

These investments are generally able to be redeemed with seven days notice (dependent upon the facility). The value of the investments held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk exposure is the net fair value. The value of the above investments represents the Trust's share of the value of the underlying assets of the facility and those assets are stated at net fair value.

### Bank Overdraft

The Trust does not have any bank overdraft facility.

### Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of

the month following the month in which an invoice or a statement is received.

Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

### Other Current Liabilities

The liabilities are recognised for amounts due to be paid in the future for refundable bonds lodged by the hirers of Trust facilities. Amounts owing (which are unsecured) are refunded once the hiring conditions have been fulfilled. No interest is paid on bonds held.

## 27. LEASES

(a) The Trust has entered into a number of agreements whereby land and buildings own enterprises. The term of these agreements range from 3 years to 50 years.

(b) Details of the assets leased are:

### Land and buildings

	2001 \$'000	2000 \$'000
Gross amount of leased assets	71,834	61,030
Accumulated depreciation	(2,843)	(2,248)
	<b>68,991</b>	<b>58,782</b>
<b>Depreciation expense for the year</b>	<b>594</b>	<b>594</b>

(c) Future minimum lease payments

Not later than one year	15,063	14,992
Later than one year and not later than five years	15,893	15,899
Later than five years	107,571	110,669
<b>Total future minimum lease payments</b>	<b>138,527</b>	<b>141,560</b>

## 28. 2000 SYDNEY OLYMPIC GAMES

(a) Staff employed by the Trust on initiatives directly and specifically related to the Games:

Number of staff directly allocated to Games activities	18	2
<b>Total Staff costs (\$'000)</b>	<b>95</b>	<b>16</b>

(b) Staff seconded to other agencies on initiatives directly and specifically related to the Games:

Number of staff seconded	-	-
<b>Total Staff costs (\$'000)</b>	<b>-</b>	<b>-</b>

## 29. MANAGEMENT AGREEMENT

On the 29th June 2001 the Trust entered into a Management Deed with Playbill Venue Management Pty Limited (PVM). The agreement is for a term of 20 years and grants PVM the right to manage the

Hordern Pavilion and Royal Hall of Industries and other associated rights in return for an annual licence fee payable monthly in advance. Under the agreement PVM has the right to elect to prepay part of

the annual licence fee. As at 28th September 2001 this election has not been exercised. PVM's obligations under the Management Deed have been guaranteed by Lend Lease Development Pty Limited.

END OF THE AUDITED FINANCIAL STATEMENTS



## APPENDIX 1

**Trustees**

There was one change to the Membership of the Trust Board this reporting year with the appointment of new Trustee, Mr David Leckie in January 2001. In total there were 11 meetings held during the reporting period, one of which was a Special Meeting held in December 2000. Due to the 2000 Olympic Games there was no meeting held in September 2000. The number of meetings each Trustee attended, are shown below, together with a brief overview of their experience and career highlights.

**Ms Annette O'Neill**  
**BA, Dip Soc Studs, M.Sc**

Chairman  
 (10 meetings, 1 special meeting)

Appointed in August 1997, term expires August 2001. Consultant social worker. A Governor of the Law and Justice Foundation and acting Director June – December 2000. Member, NSW Administrative Decisions Tribunal; Advisory Committee of the Centre for Legal Education (December 2000); the Board of Directors of the Public Interest Advocacy Centre; and the Board of Studies in Social Work at the University of Sydney. Academic, public sector, planning and social work experience in Victoria, Papua New Guinea and Sydney including 8 years as Senior Member of the Social Security Appeals Tribunal in NSW.

**Ms Jill Hickson**  
**BA, MBA**

(8 meetings, 1 special meeting)

Re-appointed May 2000; current term expires May 2004. Currently a Director of Abigroup Limited, SMEC Holdings Ltd and a number of other companies; Trustee of the Historic Houses Trust of New South Wales and Chair of the Foundation for the Historic Houses Trust of New South Wales; member of the National Board of Musica Viva and the Advisory Council of The Australian Graduate School of Management. Patron of Greening Australia (NSW).

**Mr Robert Wilson**  
**BA, Post Grad Cert Accounting**

(7 meetings).

Appointed August 1997, term expires August 2001. Consultant on Environmental and Strategic Planning and Organisational Reform since his retirement as Managing Director of the Sydney Water Board (1987 to 1993). Member of the Board of Greenpeace Australia and the Public Interest Advocacy Centre. Chairs the Strategic Planning Committee for the Georges

River Catchment. Held various chief executive and senior officer positions prior to 1987 with the Water Resources Commission, Water Board and Premier's Department.

**Mr Michael Marx**  
**AM, BA LLB**

(8 meetings)

Appointed August 1997, term expires August 2001. Partner, Chalmers Marx Lawyers specialising in criminal law. Past President, New South Wales Jewish Board of Deputies and Director of the Hakoah Club, Bondi. Deputy Chair of the Ethnic Affairs Commission and President of Waverley Action for Youth Services. Has held various positions with the Legal Aid Commission of NSW and with Attorney General of NSW.

**Mr John Walker,**  
**B.Bus**

(7 meetings, 1 special meeting)

Appointed February 1998, term expires February 2002. Managing Director, Thrifty (Australia) Pty Ltd since early 1998. Former General Manager Retail Banking, Westpac Banking Corporation (1995 to 1998). Prior to 1995, Mr Walker held various chief executive and senior positions with the 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. Also Chairman of the publicly listed company MultiMedia Ltd.

**Mr Phillip Black,**  
**BSc, Dip Ed, Diploma in Gemmology**

(8 meetings, 1 special meeting)

Appointed March 2000, term expires December 2001. Chairman of the Trust's Community Consultative Committee and the Committee's representative on the Trust. Currently owns and manages a partnership business in running a guest house for local and international travellers. Prior to 1991, Mr Black worked in various geologist positions with the NSW Government and in the 1970's was a Science Teacher with the NSW Department of Education. His interests lie in the fields of history of science, mineral heritage, local history and garden history. Memberships include the South Sydney Heritage Society Inc, Sydney Water Southern Regional Customer Council, and Friends of Centennial Parklands.

**Ms Sarah Whyte**

(8 meetings, 1 special meeting)

Appointed May 2000, term expires May 2004. With a strong background in "people focused" organisations, has

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worked as a volunteer welfare worker for the Smith Family since 1989. Patron of the Burma Star Association of NSW and a member of the Australiana Fund.

**Mr David Leckie**  
**BA (Econs)**  
(2 meetings)

Appointed January 2001; term expires January 2005. Managing Director and Chief Executive Officer, Nine Network. Associated with the Nine Network for 23 years. Joined GTV-9 (Melbourne) as a Sales Executive and was promoted to National Sales Manager, then took up Nine Network Sales Director in 1982 at TCN-9 (Sydney). August 1990 he became Managing Director of the Nine Network and in 1994 was then appointed CEO.

## APPENDIX 2

### Community Consultative Committee

In this reporting period there were 8 meetings of the committee.

#### Members

**Mr Phillip Black**  
**BSc, DipEd**

Appointed December 1997 (Chair from December 1999). Details under Trustees. (8 meetings)

**Ms Patricia Meagher**  
**BSc – Urban Hort (Hons)**

Appointed August 1998. Horticultural Researcher for Plant Sciences branch of Royal Botanic Gardens. (7 meetings)

**Mr John Newbery**  
**BA**

Appointed May 1999. Consultant specialising in organisational restructure and project management. (7 meetings)

**Mrs Mary Watt**  
**BBus, Grad Dip Env Mgmt**

Appointed January 1998. Business Consultant for small businesses; former Centennial Parklands volunteer. (8 meetings)

**Ms Jill Anderson**  
**BEC LLB (Hons), LLM**

Appointed January 2000. Lawyer and legal academic. (7 meetings)

**Mr Roger Doyle**  
**AFAIM, MCITA, MIEE**

Appointed January 2000. Director Operational Support, NSW Fire Brigades. (6 meetings)

**Ms Janelle McIntosh**

Appointed January 2000. Former community development worker, with specialist interest in aged and disability services. Currently Town Centre Coordinator with Canterbury City Council.

(3 meetings)

**Mr Wayne Morgan MAITD**

Appointed January 2000. Human resources consultant to organisations in the financial, academic and aged care sectors. Running and fitness coach. (8 meetings)

**Mr Peter Tzannes BPharm**

Appointed January 2000. Pharmacist. Chairman of the Centennial Park Residents Association. (6 meetings)  
Human Director/Director's Representatives

**Peter Duncan, Director** (4 meetings)

**Sarah Dinning** (7 meetings)

**Catriona Burgess** (2 meetings)

## APPENDIX 3

### Legislation and Legal Change

The Trust administers and operates under the terms of the Centennial Park and Moore Park Trust Act 1983. During the reporting period no amendments were made to the Act or the Regulations.

## APPENDIX 4

### Heritage Management

In March 2000 Centennial Parklands was listed on the New South Wales State Heritage Register (SHR). Listing on the SHR recognises that Centennial Parklands is of particular significance to New South Wales and enriches the community's understanding of the State's history.

A number of general and site specific exemptions have been identified for Centennial Parklands. These exemptions cover:

- general maintenance and repair
- maintenance of services and utilities
- implementation of the Centennial Parklands Tree Master Plan
- alteration of roads pathways and fences
- management of lawns, sports fields, garden beds, hard landscaping and living collections
- management of interpretive information and directional signage
- management of temporary events
- activities and works for the 2000 Olympics and the Centenary of Federation
- alterations to buildings and/or works

Conservation works in accordance with an approved Conservation Management Plan (CMP) for a heritage item are also exempt under the NSW Heritage Act. The Trust commenced development of a

Conservation Management Plan in June 2001. The Plan is due for completion in early 2002 and will involve community consultation.

Major initiatives in heritage management completed during 2000/2001 include restoration of the Federation Pavilion and Federation Valley and production of a walk tour of heritage features of Centennial Parklands. Restoration of Old Grand Drive (to be known Federation Drive) will be completed in December 2001. A heritage study of Moore Park South was also completed during the year.

## APPENDIX 5

### Delivery of electronic services

Participation within the Visitor Services Agency (VSA) IT partnership in the 2000-01 established higher quality services in the following areas:

- Shared Financial system
- Shared Intranet (funded by the Office of Information Technology)
- A Standard Operating Environment (SOE) was deployed, and
- The Booking Management System was updated

## APPENDIX 6

### Publications

Publications issued in 2000-2001

- Parklands Magazine (Spring 2000, Summer 2000, Autumn 2001, Winter 2001)
- Escape and Explore education and interpretation activities flier (Spring 2000, Summer 2000, Autumn 2001, Winter 2001)
- What's On Boards (Spring 2000, Summer 2000, Autumn 2001, Winter 2001)
- Centennial Parklands Annual Report 1999-2000
- Centennial Parklands Map Guide
- Foreign Language Fact Sheets (15 languages)
- Centennial Parklands Fact Sheets (various topics)
- Centennial Square Information Sheet
- Centennial Park Walk brochure
- Moore Park Public Transport Guide (produced in collaboration with the Sydney Cricket and Sports Ground Trust and Fox studios Australia)
- Information is also available at the Centennial Parklands website: [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au)

## APPENDIX 7

### Government Energy Management Statistics

End use category	Energy Use	Actual Amount 1999 - 00	Actual Amount 2000 - 01
Other facilities	Electricity	619153 Kwh	486823 Kwh
Office buildings	Electricity	128098 Kwh	312601 Kwh
Roadways	Electricity	127944 Kwh	124992 Kwh
Cost	Electricity	\$97,447	\$114,712
Transport - other vehicles	Petrol	51,039	43,393
	Diesel	25,091	22,490
	Unleaded	25,948	19,421
	LPG	-	1,482
Cost	Petrol	\$38,121	\$35,957

\*costs include service availability and other utility charges

## APPENDIX 8

### Human Resources

#### Number of employees by category

	June 1998	June 1999	June 2000	June 2001
Clerical & Administration	27	25	28	22
Horticulture & Ranger	45	30	30	29
Landscape Architects	2	2	2	2
<b>TOTAL</b>	<b>74</b>	<b>57</b>	<b>60</b>	<b>53</b>

There have been no exceptional movements in wages, salaries or allowances in the reporting period.

The Trust follows the NSW Government Public Sector Management Office Personnel Handbook. Trust policies are also in place for the following:

Employees' Housing; Equal Employment Opportunity; Equity; Extended Leave; Flexible Work Practices; Flexible Working Hours; Grievance Policy and Procedures; Harassment; Late Arrival; Leave Without Pay; Non-Smoking Policy; Occupational Health and Safety Policy and Constitution; Overtime; Performance Management; Pre-employment Health Assessment; Recreation Leave; Rehabilitation; Secondary Employment; Sick Leave; Staff Awards Policy — Recognition of

Excellence; Study Assistance; Reimbursement of Fees for Post Graduate Study; Reimbursement of Fees for Undergraduate Study and TAFE courses; Confined Spaces Procedure.

The Trust has also implemented a Working with Children Policy in accordance with legislative requirements. The aim is to provide a safe environment for children and young people in the Trust's care by identifying risks, such as prohibited people and high risk situations, and where possible to prevent or limit them. The Trust staff are aware of the dangers presented to children and young people and are able to identify child abuse and report it through the appropriate channels. The Trust has implement procedures to fulfill the aims of the policy.

## APPENDIX 9

### Consultants

Under \$30,000	Total number	Total cost
<b>TOTAL</b>	<b>12</b>	<b>\$230,691</b>
<b>Over \$30,000</b>		
Consultants name	Service	Cost
Storm Consulting	Ponds engineering	32,000
Taylor Thomson Whitting	Structural engineering	33,000
Management Performance Aust. Pty Ltd	Business Planning	37,000
Price Waterhouse Coopers	Moore Park South Masterplan	70,000
Sinclair Knight Merz	Transport & Access Planning	140,000
Spackman & Mossop	Moore Park West Documentation	188,000
Taylor Cullity	Horticulture Masterplan	55,000
Tzannes & Associates	Federation Drive	52,000
<b>TOTAL</b>	<b>8</b>	<b>\$607,000</b>

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## APPENDIX 10

## Equal Employment Opportunity

Table 1: Percentage of total staff by level

Subgroup as percentage of total staff at each level					Subgroup as estimated percentage of total staff at each level				
LEVEL	TOTAL STAFF (Numbered)	Respondents %	Men %	Women %	Aboriginal people and Torres Strait Islanders %	People from racial, ethnic, ethno-religious minority groups %	People whose language first spoken as a child was not English %	People with a disability %	People with a disability requiring work-related adjustment %
< \$26,276	-	-	-	-	-	-	-	-	-
\$26,276 - \$38,582	21	28.3	32.07	7.55	-	5.66	3.77	3.77	3.77
\$38,583 - \$48,823	13	20.75	13.20	11.32	-	3.77	1.88	-	-
\$48,824 - \$63,137	10	18.87	9.43	9.43	1.88	1.88	1.88	5.66	3.77
> \$63,137 (non SES)	8	15.09	5.66	9.43	-	-	-	1.88	1.88
SES	1	1.88	1.88	0	-	-	-	-	-
<b>TOTAL</b>	<b>53</b>	<b>84.88</b>	<b>62.26</b>	<b>37.73</b>	<b>-</b>	<b>11.32</b>	<b>7.55</b>	<b>11.32</b>	<b>9.43</b>
Estimated subgroup totals	53	45	33	20	1	6	4	6	5

Table 2: Percentage of total staff by employment basis

Subgroup as percentage of total staff at each level					Subgroup as estimated percentage of total staff at each level				
LEVEL	TOTAL STAFF (Numbered)	Respondents %	Men %	Women %	Aboriginal people and Torres Strait Islanders %	People from racial, ethnic, ethno-religious minority groups %	People whose language first spoken as a child was not English %	People with a disability %	People with a disability requiring work-related adjustment %
<b>Permanent</b>									
Full-time	44	67.92	58.49	58.49	-	9.43	7.55	9.43	7.55
Part-time	5	9.43	-	9.43	-	1.88	-	-	-
<b>Temporary</b>									
Full-time	3	5.66	1.88	3.77	1.88	-	-	1.88	1.88
Part-time	-	-	-	-	-	-	-	-	-
Contract	-	-	-	-	-	-	-	-	-
SES	1	1.88	1.88	-	-	-	-	-	-
Non-SES	-	-	-	-	-	-	-	-	-
Casual	-	-	-	-	-	-	-	-	-

## Notes:

- Table 1 does not include casual staff.
- EEO statistics reported in prior years may not be comparable as a result of a change in the method of estimating EEO groups

## APPENDIX 11

### Investment Performance

In the past year the Trust has 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, Cash Plus Facility and Bond Market Facility to meet the Trust's short-term cash flow requirements and specific future capital project commitments. The appropriate benchmark performance for comparison for the Cash and Cash Plus 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. Details on the Trust's Hourglass Investment as at 30 June 2001 are shown below:

Investment Performance Criteria	Investment Performance
Value of Cash Facility as at 01 July 2000	\$1,934,223
Value of Cash Facility as at 30 June 2001	\$17,704
Interest Income earned	\$83,481
<b>Actual rate of Return</b>	<b>6.01%</b>
<b>Benchmark rate of return</b>	<b>6.08%</b>
Value of Cash Plus Facility as at 1 July 2000	\$ 3,322,503
Value of Cash Plus Facility as at 30 June 2001	\$12,901,070
Interest income earned	\$578,566
<b>Actual rate of Return</b>	<b>5.93%</b>
<b>Benchmark rate of return</b>	<b>6.08%</b>
Value of Bond Market Facility as at 1 July 2000	\$3,295,252
Value of Bond Market Facility as at 30 June 2001	\$3,517,086
Interest income earned	\$221,834
<b>Actual rate of Return</b>	<b>6.73%</b>
<b>Benchmark rate of return</b>	<b>6.89%</b>

## APPENDIX 12

### Consumer Response

The Trust continued its commitment to provide quality customer service to park users and the local community through its feedback management system. Consumer comments are recorded onto a standard form and then passed on to the appropriate officer for a response. Where possible, Trust officers respond to verbal comments within 48 hours and written comments within 10 working days.

All comments (written and verbal) are centrally recorded so that recurring concerns and views are clearly visible to the Trust. During the year, 435 consumer responses were recorded. Consumer comments were received in the following media and quantity: writing (130), phone (213), email (16), fax (12), in person (64).

Dog Management	32
Cyclists	65
Construction/capital works	20
Toilets	13
Recreation facilities	37
Events	8
Fees	10
Antisocial/Indecent Behaviour	50
Car Related	31
Rubbish	8
Management of Assets	12
Other	149
<b>Total</b>	<b>435</b>

## APPENDIX 13

### Risk Management Insurance

For the reporting year, the emphasis of risk management has continued on improving and managing access without compromising safety. All Trust projects integrate risk management principles into decision-making processes.

The Trust also participated in the development of the NSW Treasury Managed Fund open space risk management model project.

The Trust has insurance coverage with the NSW Treasury Managed Fund, which is administered by GIO General Insurance Ltd. Policies cover workers compensation, public liability, motor vehicles, property and miscellaneous insurances.

## APPENDIX 14

### Disability Plan

In 2000/01 it was identified that the Centennial Park Access Audit For People with Disabilities, conducted by the Australian Quadriplegic Association in 1996 requires updating. The Centennial Parklands Transport Access & Parking Plan consultation process will be used to identify the facilities park users view as requiring improvements to provide better access for People with Disabilities. On completion of the Plan further consultation with Disabilities groups will be undertaken to complete a Disability Action Plan for the Parklands.

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## APPENDIX 15

### Payment Performance Indicators

#### Payment of accounts

This table relates to outstanding payments at the end of each quarter, as extracted from the Trust's accounting system

Quarter ending	Current	30 days	60 days	90 days
At 30 September 2000	\$110,214			
At 31 December 2000	\$169,923			
At 31 March 2001	\$303,401			
At 30 June 2001	\$1,042,140			

#### Time for payment of accounts

Quarter ending	Accounts paid on time Target%	Actual %	Amount paid on time \$	Total amount paid \$
At 30 September 2000	95	80%	1,931,721	2,414,651
At 31 December 2000	95	53%	2,817,443	5,315,932
At 31 March 2001	95	60%	1,486,561	2,477,602
At 30 June 2001	95	93%	6,148,636	6,611,437

The delays in payment during the second and third quarter of the financial year was due to turnover in resources, staff absences and implementation of the new SUN Financial System.

## APPENDIX 16

### Guarantee of Service

The Trust makes the following commitments:

- 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.
- Staff are interested in your suggestions and feedback to improve services.
- Staff will identify themselves when dealing with customers and are committed to providing a friendly, courteous service.
- We aim to recognise and reward the abilities and achievements of staff.
- We will endeavour to acknowledge or respond to correspondence within 10 working days.
- We aim to implement best practice in park management.

## APPENDIX 17

### Statement of Women's Affairs

The Centennial Park and Moore Park Trust is continuing its commitment to the principals of equity, rights and participation in the workplace. The Trust is also committed to adhere to the Premier's target of 50 per cent of women in full time employment by 2003.

The Spokeswomen program commenced in 1977 and encourages women's equal participation in the workplace. The Spokeswomen program

continued to be run by the Trust employees.

In April 2001 the spokeswomen attended two days of intensive training and the NSW Women's interaction day.

In the reporting year the Trust spokeswomen made available lunch time yoga classes, and information and referral services for women.

## APPENDIX 18

### Occupational Health and Safety

The OH&S Committee met monthly during the year to undertake regular workplace reviews and inspections, concentrating on the physical work environment and work procedures. Members of the committee undertook refresher training in the roles and functions of the committee. The OH&S committee constitution was reviewed.

Workcover representatives addressed a full staff briefing in June, and Standards Australia conducted a risk management workshop.

Hazards in relation to chemical storage and usage were reviewed. Testing of staff after chemical spraying was undertaken.

Staff safety performance improved in the reporting year with a reduction in workers compensation claims. This has been due to:

- monitoring accidents and incidents in order to identify and rectify hazards as soon as possible
- completion of OH&S inspections sheets by supervisors to eliminate potential hazards training of staff in areas such as sharps handling
- motivation of staff to improve safety

The Trust will continue implementing safety improvements in line with the new OH&S Act. Policies and procedures will continue to be reviewed to ensure compliance with legislation and to further improve safety management systems.

## APPENDIX 19

### Fees and Charges

The Trust conducts annual reviews of all fees and charges for discretionary services in line with changes in the Consumer Price Index and other cost movements.

A full listing of the fees and charges applicable for hire and use of sports and recreational facilities, event space, filming and photography locations, golf, parking, equestrian centre, friends and miscellaneous services are available by contacting the Trust.

A full listing of all fees and charges will be posted on the web site in the 2001/2002 financial year.

## APPENDIX 20

### Annual Report Statistics

In line with NSW Government directions to provide more information on the internet, Centennial Parklands have produced both electronic and printed versions of the 2000 – 2001 Annual Report. This year 300 copies were printed. The web version of this report can be found at [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au).

Total budget was \$25,000.

## APPENDIX 21

### Leases and Licences

The following leases/licences for facilities operate on Trust lands

- Centennial Parklands Sports Centre
- Centennial Parklands Restaurant and Kiosk
- Centennial Parklands Children's Centre
- Fox Studios Australia Pty Limited
- Hordern Pavilion and Royal Hall of Industries
- Centennial Parklands Equestrian Centre (comprising 10 individual licences)
- Moore Park Tennis Courts
- Moore Park Golf Course (Golf Pro Shop and Driving Range)
- Moore Park Golf Clubhouse
- Moore Park Car Parking
- Mobile Food Van
- Peace Pavilion (short-term licence, expired February 2001)
- RANS Management for Management of Centennial Parklands Equestrian Centre (commenced January 2001)
- Sydney Boys High School (commenced December 2000)
- Stephen Ashcroft Tennis Courts (commenced April 2001)
- Tom Laming Kiosk at ES Marks
- Ozray Pty Limited

## APPENDIX 22

### Performance of Executive Officers

The Trust has no Senior Executive Officers at Level 5 or above. Peter Duncan is the Trust's most senior officer and was appointed to the position of Director on September 6, 1999. The Director's performance is reviewed yearly by the Director-General of Premier's Department, Dr Col Gellatly. All significant targets for the period of review have been achieved. Major achievements against performance criteria for the reporting year include:

- Implementation of corporate reform.
- Completion of a joint IT project is the first stage of a combined corporate services unit in Tourism NSW and Royal Botanic Gardens and Domain Trust.
- Olympic Games and Centenary of Federation events completed within budget, time and resource constraints.
- Concept planning and consultation of major projects undertaken as planned.

- Conservation Management Plan planning process commenced. (Consultation, approval and completion in next reporting period.)
- Promotion of public transport jointly with Fox Studios Australia, Sydney Cricket and Sports Ground Trust has provided a reduction in parking on parklands.

## APPENDIX 23

### External Committees

#### Peter Duncan

- Sydney Urban Parks Education Research Group (Chairman)
- NSW Centenary of Federation 2001 Ceremony Committee
- University of Technology Leisure Industry Advisory Panel
- NSW Government Small Agency CEO Executive Forum
- NSW Premier's Department Management Board
- Parks and Leisure Australia 2001
- Parks and Leisure Australia 2001 conference organising committee
- International Parks Strategic Partners Group

#### Judith Peters

- Central Sydney Operations Group
- Major Events Coordination Unit
- Visitor Services Agencies Steering Committee

#### Andrew Ferris

- Eastern Distributor Community Consultative Committee
- Botany Wetlands Management Committee

#### Robert Alder

- Visitor Services Agencies Joint Business Services Steering Committee
- Visitor Services Agencies VMAN Committee
- Visitor Services Agencies Facilities Management Committee

#### Sarah Dinning

- Community Consultative Committee
- Visitor Services Agencies E-commerce Committee
- Moore Park Marketing Precinct Committee
- Media and Communications Group Premier's Department

#### Peter Francis

- Stables Advisory Committee
- Centenary of Federation Ceremonies Advisory Committee

#### Rachel Maiden

- Sydney's Unique Venues Association
- Moore Park Marketing Precinct Committee

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## APPENDIX 23 (continued)

**Annie Heath**

- NSW Centenary of Federation Parade Committee

**Rachel Ely**

- NSW Representative for Interpretation Association Australia

**Vaughan MacDonald**

- Major Events Coordination Unit

**Colleen Smith**

- Visitor Services Agencies Intranet Group

**David Thornell**

- Tourism New South Wales IT User Group
- Royal Botanic Gardens IT User Group
- Visitor Services Agencies Facilities
- Management Committee

**Lee Lanesbury**

- Visitor Services Agencies Human Resources Committee

**Connie Salat**

- Visitor Services Agencies Occupational Health and Safety Group
- Public Sector Risk Management Association

## APPENDIX 24

**Code of Conduct**

The Trust's Code of Conduct was published in the 1997–1998 Annual Report. No amendments were made to the Code during the reporting period. A copy of the Code can be obtained from the Trust on request.

## APPENDIX 25

**Overseas Visits**

No overseas visits were conducted in the reporting year.

## APPENDIX 26

**Land Holdings**

Centennial Park	213 hectares
Moore Park	115 hectares
Queens Park	26 hectares
Former Sydney Showground	29 hectares
Other	2 hectares

## APPENDIX 27

**Benchmarking**

The Trust participates in a strategic business partnership forum in conjunction with various regional park providers within Australia and overseas. This forum works towards benchmarking each agency's services to provide for an ongoing program of comparing performance.

## APPENDIX 28

**Corporate Governance**

During the course of the reporting period the Trust further developed its strategy to identify and address Corporate Governance issues.

- A Finance Sub-Committee of the Trust operates
- An Audit Sub-Committee was established
- Membership of sub-committees consist of Trustee representatives, Trust management, a representative from the Treasury Office and internal auditors.

Corporate Governance has been actively discussed at Trust meetings. The Trust's Community Consultative Committee (CCC) has been requested to provide feedback on aspects relevant to the CCC.

## APPENDIX 29

**Sydney 2000 Olympic Games**

Under the terms of the Memorandum of Understanding established between the Trust and the Olympic Coordination Authority (OCA), the Trust was entitled to recover incremental costs incurred as a consequence of Olympic events being conducted on Trust lands. Incremental costs were calculated for periods including Test events, official Olympic training and event days, construction and restoration periods. Incremental costs to the value of \$130,831.38 were recouped by the Trust.

In addition, the Trust delivered \$103,852.51 worth of maintenance and support services works on behalf of the Olympic authorities in preparation and delivery of the Centennial Parklands as a venue for the Olympics.

The OCA also conducted approximately \$180,000.00 worth of capital works including path construction, road resurfacing and data cable laying, which have effectively become legacies to the Olympics activities in the Centennial Parklands.

**Centenary of Federation January 1 Celebrations**

Under the terms of the Memorandum of Understanding established between the Trust and the NSW Centenary of Federation Committee, the Trust was entitled to recover restoration expenses incurred following the January 1, 2001 celebrations. Restoration expenses of \$30,000.00 were recovered by the Trust.

## APPENDIX 30

**Waste management****Gross Pollutant Trap (GPT) Collections as at 30 June 2001**

GPT unit	total weight (tonnes)	% Sediment	% Litter	% organic
Model Yacht Pond	46.7	11	10	79
Musgrave Pond	112.1	23	11	66
Equestrian Centre	15.4	30	-	70

**Monthly Waste Tonnage Figures 2001**

	Jan 00	Jan 01	Feb 00	Feb 01	Mar 00	Mar 01	Apr 00	Apr 01	May 00	May 01	Jun 00	Jun 01
Waste	12.14	16.46	11.06	13.52	12.03	13.06	11.78	15.34	11.66	10.74	12.7	11.94
Recycling	1.44	2.62	2.02	1.98	2.16	2.26	1.24	4.32	1.88	1.82	0.66	2.52

**Recycling Break up**

	Jan 00	Jan 01	Feb 00	Feb 01	Mar 00	Mar 01	Apr 00	Apr 01	May 00	May 01	Jun 00	Jun 01
Glass	1.22	2.358	1.71	1.782	1.83	2.034	1.12	3.888	1.7	1.638	1.16	2.27
Plastic	0.15	0.1572	0.2	0.1188	0.21	0.1356	0.06	0.2592	0.1	0.1092	0.06	0.15
Alumin	0.035	0.0524	0.055	0.0396	0.06	0.0452	0.03	0.0864	0.04	0.0364	0.03	0.05
Paper	0.035	0.0524	0.055	0.0396	0.06	0.0452	0.03	0.0864	0.04	0.0364	0.03	0.05
<b>Total</b>	<b>1.44</b>	<b>2.62</b>	<b>2.02</b>	<b>1.98</b>	<b>2.16</b>	<b>2.26</b>	<b>1.24</b>	<b>4.32</b>	<b>1.88</b>	<b>1.82</b>	<b>1.28</b>	<b>2.52</b>

## APPENDIX 31

### Freedom of Information

The Trust has formulated internal procedures for processing FOI applications. Members of the public may seek information in person, by mail or by phone.

Arrangements can be made to obtain, or to inspect copies of available documents at the Trust by contacting the FOI Officer. Formal requests should be accompanied by a \$30 application fee.

FOI procedures had no significant impact on the Trust's administration and no issues or problems arose in complying with the FOI Act.

Statistics set out in the format prescribed by the NSW Premier's Departmental Circular, (27 June 1991, Attachment A)

#### New requests

FOI requests	Personal		Other		Total	
	1999-00	2000-01	1999-00	2000-01	1999-00	2000-01
New (including transferred in)	1	1	0	0	1	1
Brought forward	0	0	0	0	0	0
Total to be processed	1	1	0	0	1	1
Completed	1	1	0	0	1	1
Transferred out	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0
Total processed	1	1	0	0	1	1
Unfinished	0	0	0	0	0	0
(Carried forward)						

#### What happened to completed requests?

FOI request	Personal		Other	
	1999-00	2000-01	1999-00	2000-01
Granted in full	1	1	0	0
Granted in part	0	0	0	0
Refused	0	0	0	0
Deferred	0	0	0	0
Completed	1	1	0	0

#### Ministerial Certificates

	1999-00	2000-01
Ministerial Certificates issued	0	0

#### Formal Consultations

	Issued		Total	
	1999-00	2000-01	1999-00	2000-01
Number of requests requiring formal consultation(s)	0	0	0	0

#### Amendment of personal records

Result of Amendment Request	Total	
	1999-00	2000-01
Result of amendment - agreed	0	0
Result of amendment - refused	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

#### Notation of personal records

Result of Amendment Request	Total	
	1999-00	2000-01
Number of requests for notation	0	0

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## APPENDIX 31 (continued)

## FOI requests granted in part or refused

Basis of disallowing or restricting access	Personal		Other	
	1999-00	2000-01	1999-00	2000-01
Section 19 {applic incomplete, wrongly directed}	0	0	0	0
Section 22 {deposit not paid}	0	0	0	0
Section 25 (1)(a1) {diversion of resources}	0	0	0	0
Section 25 (1)(a) {Exempt}	1	0	0	0
Section 25 (1)(b),(c),(d) {Otherwise available}	0	0	0	0
Section 28 (1)(b) {documents not held}	0	0	0	0
Section 24 (2) - {deemed refused, over 21 days}	0	0	0	0
Section 31 (4) {released to Medical Practitioner}	0	0	0	0
<b>TOTALS</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Costs and fees of requests

	Assessed Cost		FIO Fees Received	
	1999-00	2000-01	1999-00	2000-01
All completed requests	\$0	\$150	\$30	\$30

## Discounts allowed

Type of Discount Allowed	Personal		Other	
	1999-00	2000-01	1999-00	2000-01
Public interest	0	0	0	0
Financial hardship - Pensioner/Child	0	0	0	0
Financial hardship - Non profit organisation	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Significant correction of personal records	0	0	0	0

## Days to process

Elapsed Time	Personal		Other	
	1999-00	2000-01	1999-00	2000-01
0-21 days	1	1	0	0
22-35 days	0	0	0	0
Over 35 days	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Processing time

Processing hours	Personal		Other	
	1999-00	2000-01	1999-00	2000-2001
0-10 hours	1	1	0	0
11-20 hours	0	0	0	0
21-40 hours	0	0	0	0
over 40 hours	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Reviews and Appeals

	1999-00	2000-01
Number of internal reviews finalised	0	0
Number of Ombudsman reviews finalised	0	0
Number of District Court appeals finalised	0	0

## Details of Internal Review Results

Basis of Internal Review Grounds on which Internal Review Requested	Personal						Other	
	Upheld*		Varied*		Upheld*		Varied*	
	1999-00	2000-01	1999-00	2000-01	1999-00	2000-01	1999-00	2000-01
Access refused	0	0	0	0	0	0	0	0
Deferred	0	0	0	0	0	0	0	0
Exempt matter	0	0	0	0	0	0	0	0
Unreasonable charges	0	0	0	0	0	0	0	0
Charge unreasonably incurred	0	0	0	0	0	0	0	0
Amendment redused	0	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: relates to whether or not the original agency decision was upheld or varied by the internal review.



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