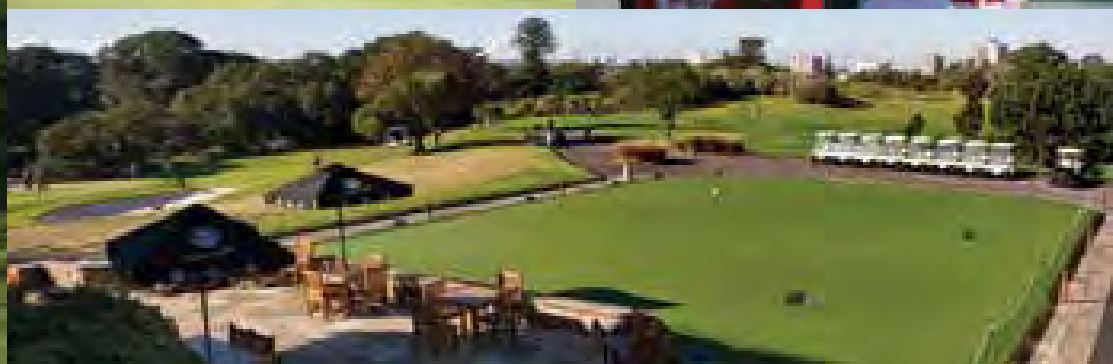
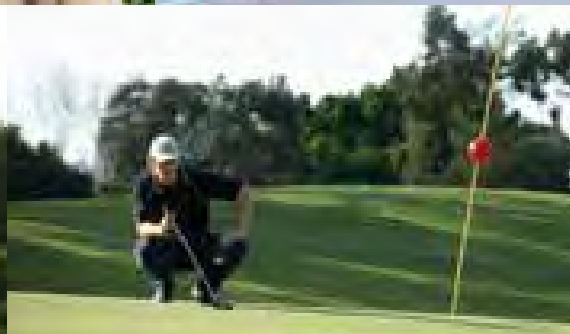




Centennial Parklands Annual Report 2011-12



One of the world's leading public parklands



The Hon. Robyn Parker MP

Minister for Environment and Heritage

26 October 2012

Level 32
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

In accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance and Audit Act 1983* and the Regulations under those Acts, we have pleasure in submitting the Annual Report for 2011-12 of the Centennial Park and Moore Park Trust.



John Walker
Chairman



Yvette Pietsch
Deputy Chairman

Acknowledgement of Traditional Owners

The Centennial Park and Moore Park Trust acknowledges the Gadigal clan as the traditional custodians of the country on which Centennial Parklands has been constructed.

Statement of Record

This Annual Report for 2011-12 complies with the Annual Reporting requirements for NSW Government, and contains the Centennial Park and Moore Park Trust's performance against the strategies of the *Centennial Parklands Plan of Management 2006-16*, as reported in the year's highlights table on p.6-7.

In working to secure a more sustainable future for Centennial Parklands, this year's slimline annual report has been designed to reduce financial and environmental impact. Through simple measures we have saved around \$25,000 that can now be invested in trees, plantings, amenities and facilities of the Parklands for the whole community.



I came to Centennial Park with my two boys yesterday - as we drove in my five year old son said: "I love this place - it's the best park in the universe"

Leighanne, via Facebook

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It shall be The People's Park... a public space
for the enjoyment of the people of NSW

Sir Henry Parkes on the opening of Centennial Park, 1888



More than
11M
visits made to
the Parklands
each year

Approximately
96%
self-funded

Catering for more than
550K
sports users per
annum – and
growing

Centennial Parklands

Centennial Parklands is one of the world's most visited public spaces. It is estimated that more than 11 million visits are made to the Parklands' annually, and plays a central role in the hearts, minds and lifestyles of the people of Sydney and beyond.

The Parklands covers more than 360 hectares and is made of three parks – Centennial Park, Moore Park and Queens Park – and is listed on the State Heritage Register and the Register of the National Estate. It is managed by the Centennial Park and Moore Park Trust (Trust) on behalf of the people of New South Wales

A detailed map of Centennial Parklands, on the inside back cover, shows the area discussed in this report.

Centennial Park

Centennial Park was dedicated by Sir Henry Parkes in 1888 as a public open space for the enjoyment of the people of NSW. The Park was designed in the Victorian tradition, and dubbed "The People's Park" at time of opening.

On 1 January 1901, Centennial Park was the site of the inauguration of Australian Federation, where the States and Territories came together to form a nation. The Federation Pavilion proudly stands near Grand Drive, surrounded by open space, commemorating that event and its ongoing meaning for our nation.

Today Centennial Park covers 220 hectares and remains the people's park – a haven amid Sydney's densely populated eastern suburbs. It's a playground for adults and children alike, and one of the world's few inner city parks to offer horse riding facilities. It is home to diverse flora and fauna and many significant tree plantings dating back to the early 20th century, like spectacular Port Jackson figs, Holm oaks and Norfolk Island pines.

Moore Park

Moore Park was part of the original Sydney Common, and was opened

as a public space in 1861. Covering 115 hectares, Moore Park lies at the crossroads of some of Sydney's busiest roads providing a necessary green-belt of nearly 4,000 trees, numerous sports fields and walking paths adjacent to one of the busiest sports, leisure and entertainment precincts in Australia.

The Park features a number of high profile and highly prized venues and facilities for sports and entertainment, including Moore Park Golf, The Entertainment Quarter, Fox Professional Studios, Royal Hall of Industries and Hordern Pavilion, Centennial Parklands Equestrian Centre, Parklands Sports Centre and ES Marks Athletics Field.

Queens Park

Queens Park, covering 26 hectares, was established in 1888 to commemorate the centenary of European settlement. A total of 490 trees include dramatic Port Jackson and Moreton Bay figs, Holm oaks, Monterey pines, Araucarias and coral trees.

The Park provides leisure areas and some of Sydney's busiest sporting fields all set within a natural amphitheatre surrounded by dramatic sandstone cliffs.

Centennial Park and Moore Park Trust

The Centennial Park and Moore Park Trust is a NSW Government agency that was established in 1983 to manage Centennial Parklands. The Trust is positioned within the Office for Environment and Heritage, under the Department of Premier and Cabinet.

The Trust operates under the parameters set out in the *Centennial Park and Moore Park Trust Act 1983*, with its Management Regulations set out in the *Centennial Park and Moore Park Trust Regulation 2009*.

The Trust aims to achieve three-way sustainability for Centennial Parklands – environmental sustainability, social sustainability and financial sustainability.

Chairman's report



Centennial Parklands remains Australia's premier public parklands. For that we should be proud, but these wonderful public spaces should never be taken for granted.

Our three parks – Centennial Park, Moore Park and Queens Park – have played a key role in our city for well over a century. While we work to ensure their preservation, as the needs of our community and operating environment change, we must adapt accordingly.

We recognise the pressures and challenges of being located within a rapidly growing urban population, and our greatest challenge as Trustees of Centennial Parklands is balancing the issues of the day with the long-term future of the Parklands – five, ten and 20 years ahead.

To have the public asset of tomorrow, we must begin planning today. To this end, our primary objective is to secure a sustainable future for Centennial Parklands – environmentally, socially and financially.

To achieve this, we work collaboratively with the NSW Government, business partners, local councils, community interest groups, sports groups and the Centennial Parklands Foundation to provide a public space that is diverse, inspirational and in touch with its community.

In terms of our operational delivery, we have now completed the first year

of our five-year Strategic Plan (see p.8) with substantial progress already made in achieving a comprehensive asset management strategy, putting in place major improvements to E.S. Marks Athletics Field and Moore Park Golf, developing a new core focus on sports and recreation through the establishment of a dedicated team to manage these activities, and creating a bold new vision for Moore Park.

One matter that arose again during 2011-12 was debate over the future of Moore Park. Moore Park has been a public space since 1861, and is part of Governor Lachlan Macquarie's Second Sydney Common (declared in 1811). Centennial Parklands is managed as an integrated whole and Moore Park is critical to its viability and future.

No part of the Parklands is isolated, no part of the Parklands can be considered dispensable. Not one inch. Revenue raised from our Moore Park operations funds the management and maintenance of Moore Park, Centennial Park and Queens Park.

We are 96 per cent self-funded, moving towards 100 per cent self-funding by the end of 2014. If we are to meet the challenges of today, and the needs of tomorrow, we must maintain the integrity of this integrated management approach. Future generations should be able to enjoy the Parklands as we do today. That is our commitment to the community.

In terms of our financial achievements in 2011-12, our operating revenues topped \$20 million for the second successive year, and with a small complementary contribution from the NSW Government, we were able to meet our costs and invest in upgrading and enhancing the almost \$870 million asset base of the Parklands.

While managing the asset, we also delivered \$5.3 million in capital works projects and secured a further \$3 million grant from the NSW Government for capital enhancement works in 2011-12.

The Trustees also welcome the growing contribution of the Centennial Parklands Foundation towards the future sustainability of the Parklands. By year end the Foundation had contributed over \$460,000 towards Parklands projects, more than doubled the number of volunteer hours on projects in the Parklands, and engaged the corporate and community through a range of sponsorship and event-led initiatives.

I would like to acknowledge the role of my fellow Trustees who serve with me on the Trust. I sadly farewell two Trustees who stepped down from their roles during the year – Ms Anne Keating and Ms Fran Meagher – who both made immense contributions during their tenure.

During the year we welcomed three new Trustees – Ms Ita Buttrose AO, Mr Lesli Berger and Mr Giles Edmonds – and I look forward to seeing their hard work, energy and vision benefitting the Parklands over the coming years.

The work of the Trustees means little without the professionalism and dedication of the staff, and I would like to acknowledge the Director and Chief Executive, Kim Ellis, and his team. As Trustees we are fortunate to have the skills and experience of these staff members who work tirelessly to deliver on our strategic objectives and present these world-class Parklands to the community.

Finally, I will end with an invitation. An invitation to the community to come and join us in 2013 to celebrate the 125th Anniversary of Centennial Park. This significant milestone will be marked with a year-long program of events and activities that serve to remind us all that – even after 125 years – this place continues to be truly “the People's Park”.

A stylized, handwritten signature in black ink, appearing to read 'John H Walker'.

John H Walker

Chair

Centennial Park and Moore Park Trust

Director and Chief Executive's report



Centennial Parklands is one of the world's top public parklands. It has inspired generations of Sydneysiders. It is a refuge, a playground and a destination. It is many things to many people. That is our strength – the diversity of opportunity that we offer to the community.

Our role here is simple: provide a sustainable public parklands for the community's use and enjoyment.

The 'sustainable' element of our role refers to our constant requirement to balance the needs of the environmental, the social and the financial. In finding this balance, we can ensure future generations will be able to enjoy these Parklands as we do today. That is our challenge. That is our measure of success.

I have now completed my first full year leading the team at Centennial Parklands and I have been particularly pleased this financial year to have made progress of numerous strategic plan priorities, including development of a comprehensive Asset Management Strategy that covers the more than \$866M in assets under management; creation of an interim plan for the future of Moore Park; and attracting much needed funds

to replace the ES Marks Athletics Field running track, replace the covered arena roof at the Centennial Parklands Equestrian Centre and to begin refurbishment of the Queens Park Pavilion building.

This year we have also renewed our focus on the core business of sport.

We are, without doubt, Sydney's premier community sports facility – if not Australia's. We have 63 sports fields and playing courts across the Parklands, an 18 hole premium public golf course, a full-service equestrian facility and 3.6 kilometre horse track, and an athletics stadium that, in its heyday, was known as the home of athletics in Sydney.

In excess of 550,000 people come to use these facilities – and this figure grows every year.

These assets are critically important to us, and the ability for the Parklands to manage the growing demand while maintaining high quality facilities is a challenge we face.

Once again I acknowledge the professionalism, skill and expertise of the Parklands staff in delivering on another successful year. It's the people behind the scenes – as much as those in the public gaze – that make these world-class parklands something for the whole community to be proud.

A handwritten signature in dark ink, appearing to read 'K. Ellis'.

Kim Ellis

*Director and Chief Executive
Centennial Park and Moore Park Trust*

Key achievements of the Trust in 2011-12

- Delivered \$5.3M in Parklands Improvement Projects
- Secured an additional \$3M in new government funding sourced during FY11/12, to fund the repair and development of key infrastructure
- Rebranded Moore Park Golf, supported by more than \$1.5M invested in upgrades to the course infrastructure - a \$400K improvement in yield in 2011-12
- Implemented Sydney's first permanent orienteering course
- Won industry awards for the Centennial Parklands' carp management program and the restoration of the Comrie Fountain
- Transferred 65% of vehicle fleet to bio-diesel and reduced the vehicle fleet by 15%
- Achieved \$1.1M reduction in operating costs for 2011-12
- Created a comprehensive Asset Management Plan, with Parklands wide condition reports and comprehensive supporting maintenance and finance plans.

Highlights for 2011-12

Performance against the Centennial Parklands Plan of Management 2006-16

	Protect the integrity of Centennial Parklands	Conserve living heritage	Ensure equity of access and diversity of leisure
Key result areas	<ul style="list-style-type: none"> Increased public awareness of values and priorities of Centennial Parklands Improved integration and consistency of planning across all Trust lands Effective protection of the Parklands and its boundaries 	<ul style="list-style-type: none"> Continued improvements in conservation management Increasing biodiversity in the Parklands Broader community appreciation and awareness of the living heritage of the Parklands Increased visitor satisfaction with quality of maintenance 	<ul style="list-style-type: none"> Improvements in equity of access to and within the Parklands Increased diversity of visitor profile and access to a range of recreational opportunities Improved satisfaction with Parklands accessibility within local and regional communities Increased proportion of pedestrian, cycle and public transport access to the Parklands
Key outcomes	<ul style="list-style-type: none"> Completed refurbishment of Showground Field (Area 2), Moore Park Completed Asset Management Strategy and asset review to assess and determine optimum maintenance regime and required upgrades Completed Moore Park Interim Master Plan to identify key objectives and inform the future Sydney Sports & Recreation Plan. Completed Kensington Ponds and Model Yacht Ponds upgrades 	<ul style="list-style-type: none"> Completed restoration and return of the Comrie Memorial Fountain to the Parklands – won Heritage Award Completed restoration works on Diana the Huntress statue with NSW Public Works Commenced planning for the Paddington Gates restoration project in Centennial Park Centennial Parklands Foundation has facilitated tax status change making heritage restoration projects tax-deductible 	<ul style="list-style-type: none"> Secured \$957K from NSW Government to upgrade running track at ES Marks Secured funding for safety and facility upgrades at Moore Park Golf House Installed six defibrillators across Centennial Parklands for visitor safety \$400K improvements completed at Moore Park Golf to improve safety and playability on the course Began implementation of Sydney's first permanent orienteering course in Centennial Park
Future focus	<ul style="list-style-type: none"> Replace the Covered Arena roof at the Equestrian Centre Develop the Moore Park Precinct Plan Develop 2013-17 capital investment program submission for NSW Government 	<ul style="list-style-type: none"> Restoration works on the historic Paddington Gates, Centennial Park Scope the restoration and reuse of the Superintendent's Residence in Centennial Park Work in partnership with Centennial Parklands Foundation on heritage restoration fundraising 	<ul style="list-style-type: none"> Replace the running track at ES Marks Athletics Field Creation of an integrated Sports Strategy for Centennial Parklands Further develop partnership to operate fishing program (Fishing 4 Therapy) with the disability sector

Promote cultural diversity and expression

- Increased diversity of cultural activities that match the community's profile and demand
- Improved profile of the Parklands in hosting important cultural celebrations on local, regional, state and national scales
- Growth in broad community participation in Parklands activities and programs

Work in partnership

- Increased cooperation and collaboration between the Trust and the Parklands stakeholders
- Increased community participation in long-term management initiatives
- Increased international recognition for Best Practice in parkland management

Maintain sound business practice

- Improved security of recurrent government funding
- Improved performance in financial management
- Increased diversity and sustainability of funding sources
- Improved performance of corporate partnerships and alignment with core service objectives

- Facilitated filming of The Great Gatsby movie at various venues throughout Parklands
- Implemented Community and Charity Charter for events to provide greater certainty on support for third-party annual fundraising activities held in the Parklands
- Delivered high profile new event: Nike She Runs the Night
- Completed a 12 month park visitor photography competition with 52 leading entries displayed online
- Social media growth: Website visitation up 18%, Facebook up 58% up, Twitter up 54%

- Volunteer hours up 19% to 8,357 hours
- Conservation Volunteers Australia delivered 896 volunteer hours in the Parklands
- Completed Musgrave Bridge restoration with funding from Eastern Suburbs Dog Training Club
- Delivered a 200th Anniversary celebration for Charles Dickens in partnership with Dickens Society NSW at Dickens Statue
- Commenced 125th Anniversary celebration program with government, corporate and licensee involvement

- Restrained expenditure to \$1.1M below budget through efficiency savings and renegotiated shared services contract
- Won funding grants from Google (\$40K) and IBM (\$15K)
- Increased premium stable capacity at Equestrian Centre to increase revenue
- Purchased golf carts, golf equipment, replaced driving range nets, new ball monitoring system to enhance revenue
- Purchased 200 new bins for Equestrian Centre removing rental costs with ROI within two years
- 25 benchmarking visits to external organisations by Parklands' staff

- Deliver the Centennial Park 125th Anniversary Program
- Develop five-year strategic events program
- Implement new social gatherings (bookable picnic sites) product

- Work with Conservation Volunteers Australia to further develop corporate volunteering engagement strategy
- Develop concept for a Children's Garden in Centennial Park and seek external funding partner
- Partner with TAFE NSW on new nature-based education program

- Develop a business case for upgrade of the Moore Park Golf Driving Range
- Develop the Queens Park Pavilion Cafe
- Tender for new waste, cleaning and landscape maintenance contracts

Centennial Parklands Strategic Plan 2011-16

The Trust has now completed the first year of a five-year strategic plan. This plan aims to complement the longer term vision of the Centennial Parklands Plan of Management 2006-16, and guide the strategic priorities of the Trust.

The plan was developed in consultation with Parklands staff and external stakeholders.

Strategic Goal

Securing a sustainable future for Centennial Parklands and all its assets.

Our vision

We aspire to be:

- Advocates and custodians of the Parklands heritage, environmental and national significance
- World-class managers of the Parklands' highly valued assets
- Recognised for diverse cultural and recreation offerings
- One of the top 10 parklands in the world – and a leading tourist destination.

Core values

Engaged with our stakeholders and customers:

- Results driven and businesslike in managing our assets
- Understanding and working in partnership, with our customers.

Innovative and adventurous

- Visionary in planning and outlook and having the courage to find new ways to succeed
- Protective and respectful of the Parklands' heritage and environment.

Energetic and collaborative

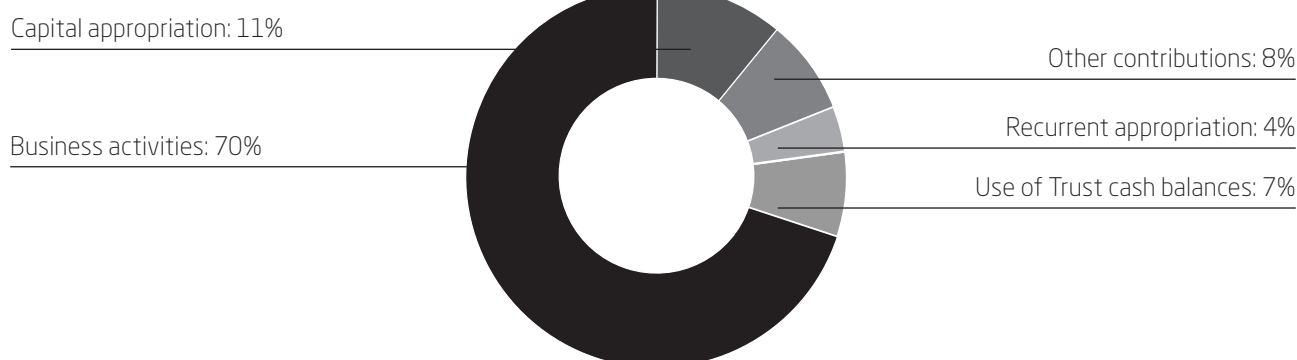
- One team servicing our customers together
- Respecting each other's skills, talents and contributions.

Strategic priorities

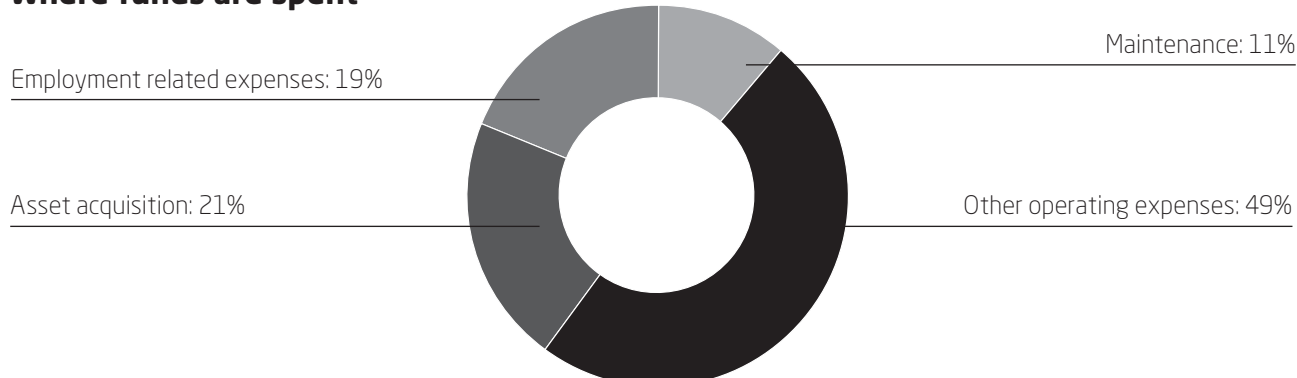
Long term funding strategy	Develop a funding strategy which provides both operational costs and new capital funding for the Parklands from Government and Foundation sources.
Moore Park Precinct 'Bold' Plan	Develop a Moore Park Sporting, Cultural, Entertainment and Event Precinct Plan in partnership with the NSW Government to better integrate the Moore Park assets into the Parklands and create sustainable revenue for the Trust.
ES Marks Precinct Enhancement	Redevelop the ES Marks Precinct into a vibrant key Sydney venue for sports, recreation and related activities.
Moore Park Golf improvement	Develop a premier golf and recreation venue incorporating Moore Park Golf and the surrounding precinct.
Equestrian Centre improvement program	The Centennial Parklands Equestrian Centre will be improved to create a high value sporting facility which embraces the strong heritage values of the site.
Asset Management Strategy	Create a comprehensive Asset Management Strategy for Centennial Parklands which delivers sustainable asset management which supports the Parklands' Strategic Priorities.
Sports management program	Establish a leadership role for the Parklands in sports and recreation.
Events and Tourism program	Create a five-year Event Calendar which incorporates a range of high profile events to establish Centennial Parklands as a premier NSW, national and international tourist destination.
125th anniversary program	Deliver a 125th anniversary program for Centennial Park that achieves national recognition and legacy capital works and attracts additional funding for Anniversary-related activity.
Staff Improvement and Benchmarking Program	Engage and empower Trust staff to achieve improvements in customer service, efficiency and job satisfaction.
Parklands 'Green Leadership' Education Program	Ensure the Parklands are leaders in environmental management practices and education by enhancing our Parklands' Education Program.
Image and Brand	Develop an enhanced image and brand for Centennial Parklands which improves awareness, reputation and fundraising opportunities.

Financial summary

Where funds come from



Where funds are spent



Our key financial overview

The Centennial Park and Moore Park Trust completed the 2011-12 financial year in a sound position and returned a small operating surplus, the result of prudent financial management, cost reductions, improved revenue through licences and leases and an increase in capital grants from the NSW Government. The surplus was re-invested in deferred maintenance projects to further improve the efficiency and performance of the underlying asset base.

The following table provides a five-year snapshot of key financial aspects of the Trust's operating environment:

	2011-12	2010-11	2009-10	2008-09	2007-08
Trust generated revenue	\$19.3M	\$19.0M	\$19.2M	\$18.9M	\$18.1M
Trust operating expenses	\$19.4M	\$19.1M	\$19.2M	\$19.8M	\$16.6M
Government recurrent funding contribution	\$1.2M	\$1.5M	\$1.6M	\$1.8M	\$1.9M
% Trust self-funding	94%	92%	91%	91%	90%

Financial projections

Projections of Trust revenue capacity and Government funding indicate that the Trust will be approximately 96% self-funded in 2012-13 and 100% self-funded in 2014.

Environmental Performance



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We are promoting and infusing environmental sustainability in all our operations

Stuart Dutton, Director Asset Management

Park improvement projects

Capital Investment Program

The Trust has now completed the third year of the Capital Investment Program 2009-2019 (CIP). The CIP is jointly funded by NSW Government and the Trust on a dollar-for-dollar basis, with approximately \$20 million allocated over the first four years of the program.

The Trust manages a large, diverse and ageing asset base with a number of significant heritage assets. These are subject to intense (and growing) community demand for access and use of the facilities. The CIP focuses on maintaining these existing Parklands assets and ensuring they are safe, compliant and accessible; and it ensures protection of the Parklands heritage and environment.

The CIP is aligned with government policy, statutory requirements and corporate objectives. It reflects the priorities and targets of the *NSW State Plan*, the *Sydney Metropolitan Strategy*, the *Centennial Parklands Results and Services Plan*, the *Centennial Parklands Plan of Management 2006-2016*, and the *Centennial Parklands Corporate Plan 2010-15*.

During 2011-12 approximately \$5.18M was spent on a wide range of projects, in line with the Parklands Strategic Priorities, and as summarised here:

Project	Expenditure (\$)
Long Term Funding Strategy	
Development of new CIP 2013-17 application to NSW Treasury	\$142,000
Moore Park Precinct 'Bold Plan'	
Completion of Showground Field (Area 2) refurbishment	\$589,000
Implementation of sports lighting to Tramway Oval (in kind)	\$250,000
Completion of the Moore Park Interim Master Plan	\$10,000
New Centennial Parklands signage in Moore Park East	\$62,000
ES Marks Precinct Enhancement	
Commencement of the ES Marks redevelopment strategy	\$42,000
Design and tender for athletics track replacement works	\$66,000
Moore Park Golf Improvement Program	
Equipment replacement for golf course and driving range	\$194,000
Upgrade to Golf House kitchen	\$132,000
Equestrian Centre Improvement Program	
New premium stables and tack boxes	\$89,000
Perimeter stables refurbished and painted	\$32,000

Table continued over the page

Biofuel conversion
and reduction of fleet
vehicles reduced
carbon emissions by

20%

**Award-
winning
restoration**

on the Comrie
Memorial Fountain

Returned
\$500K

surplus into reducing
maintenance
backlog projects



Table continued from previous page

Project	Expenditure (\$)
Asset Management Strategy	
Forecasting and condition reports for Strategic Asset Management	\$151,000
Ponds Improvement projects	\$1,720,000
Heritage improvements (including Comrie Fountain, Diana Statue)	\$221,000
Refurbishment of Parklands Office Reception	\$56,000
Tree planting and Eastern Suburbs Banksia Scrub	\$145,000
Annual Provisions	
Future project feasibility development	\$50,000
Capitalised equipment and asset repairs	\$598,000
Foundation, Volunteer and CVA contributions	\$144,000
Capitalised staff costs	\$490,000
Total	\$5,183,000

Planning and development issues

The Trust took an active role in local planning issues throughout 2011-12 reviewing many development proposals, plans, planning policies and studies for the Parklands and its surrounding area.

53 development proposals

were assessed during the year, comprising:

- 20 development applications and minor development proposals on surrounding land including a major redevelopment of the northern grandstands at the SCG.
- 22 development applications and minor development proposals on Trust land by other parties all of which required the consent of the Trust as landowner. These were primarily in the Entertainment Quarter and included a major Concept Plan Application for the redevelopment of this precinct.
- 11 development proposals on Trust land by the Trust including:
 - Centennial Parklands major events
 - Queens Park Pavilion refurbishment for café/kiosk

- ES Marks Athletics Field – synthetic track replacement
- Grand Drive safety upgrade
- Commercial/residential use of the Ranger's Residence.

The following **legislation, plans, planning policies and studies** were reviewed during the year:

- An alternative redevelopment Master Plan for the Entertainment Quarter
- Centennial Parklands Development Approvals Manual
- CBD to Maroubra Cycleway Study
- Randwick City Residential Discussion Paper
- Waverley Planning Review
- The Parklands' site specific exemptions under the NSW Heritage Act
- Documentation for easements over

“ We have established a post-graduate link-up with the University of NSW regarding energy efficiency audits – such collaboration with the research sector is essential to the future sustainability of the Parklands

Peter Hadfield OAM, Centennial Parklands Foundation

Trust land for:

- Victor Trumper Stand at the SCG
- High voltage cable access into Fox Studios off Moore Park Road
- Draft amendment to the State Environmental Planning Policy (Exempt and Complying Development Codes)
- New provisions for State Significant Development and Infrastructure in NSW
- NSW Planning System Review Issues Paper – The Way Forward for Planning in NSW
- Discussion paper on a new metropolitan strategy for Sydney – Sydney Over the Next 20 years
- Draft amendments to the Standard Instrument for local environmental plans.

In addition to the above, the following **planning research** work was also undertaken during the year:

- Quarterly reviews of land use at the Entertainment Quarter
- Development of plans and funding options for a shared pedestrian / cycle pathway on Oxford Street.

Energy management

The Trust is committed to achieving savings in energy use and implementing sustainable energy management principles. We have three sites that purchase electricity on the contestable market utilising the State Contract Control Board electricity contract number 777. The purchase of electricity on this contract minimises cost and allows the purchase of Green power, generated from renewable sources.

Performance

The following table outlines the energy performance during 2011-12:

Fuel	Energy Consumed (GJ)	% of Total Energy	Annual Cost	Carbon Dioxide Greenhouse Gas Emissions (tonnes)
Electricity (Black Coal)	3,351	64.5%	\$176,000	995
Electricity (Green Power)	102	2.0%	\$6,448	0
Automotive Diesel	540	10.4%	\$17,773	37
Petrol (unleaded)	517	9.9%	\$19,826	34
Biodiesel	688	13.2%	\$26,359	2
Fuel total	5,198	100.0%	\$246,406	1068

Water management

The Trust aims to minimise the use of potable water across the Parklands wherever possible including by using alternate water sources from the Parklands' ponds and bore water. Water harvesting technology including rainwater tank installation is also used in the completion of new projects within the Parklands.

Performance

Mains Water consumption for 2011-12 was 27.9 megalitres at a cost of \$61,536 representing a 1% decrease from 2010-11 consumption. Water costs per kilolitre increased by 5.7% whilst overall spend on water decreased by 4.7% between 2010-11 and 2011-12.

Waste management

Waste management continues to be a major challenge for the Trust due to high levels of visitation.

In 2012-13 we plan to go to tender to seek a new service contract which will include efficiencies and / or improved environmental outcomes with regards to waste collection and recycling.

Stormwater traps (or Gross Pollutant Traps) play a key role in preserving the

Parklands' environment, installed at key stormwater entry points into the Parklands and capturing approximately 46 tonnes of waste in 2011-12.

Asset maintenance

As at 30 June 2012, the Trust held over \$866 million in total assets, covering the areas of buildings, infrastructure, landscapes, trees utilities.

The Trust uses the MAINPAC Asset Management System to record asset information including service life, maintenance and financial valuations. Key achievements during the period included:

- Completion of Asset Condition Audits for all assets
- Development of Asset Management plans for all assets
- Development of 20 year life cycle plans for all assets
- Completed installation of Sports Field Lighting on the Tramway Oval, Moore Park
- Transferred 63% of the vehicle fleet to Biodiesel
- Restoration of the Musgrave Bridge (in partnership with the Eastern Suburbs Dog Training Club)
- Upgraded signage at major Parklands entry points.



“ Through our partnership with Ryde School of Horticulture, we have now completed over 8,000 training days for students over the last 27 years.

Ted Hoare, Senior Arborist,
Centennial Parklands

Tree management

The Trust successfully completed its tree replacement program objectives for 2011-12.

Tree Replacement Program

	2007-08	2008-09	2009-10	2010-11	2011-12
Trees removed	230	205	178	235	196
New Trees Planted	325	213	198	179	177

The Trust has developed the Centennial Parklands' Tree Master Plan for the management and maintenance of the Tree population across Centennial Parklands. This document is due for renewal. The Tree Master Plan promotes a planting and replacement program for its aging tree population that aims to ensure a coherent appearance as the designed landscape comes to maturity.

The Trust's Tree Replacement Program will continue to balance the Parklands' tree population towards a more even distribution of tree ages.

The Trust again hosted students from the Ryde School of Horticulture (NSW TAFE) to provide training for the students as well as performing valuable tree maintenance works in the Parklands.

Sports field management

The Trust manages 36 sports fields which are used for a variety of summer and winter sports. This is approximately double the area of sports turf offered to the public by adjoining councils.

The intensive use of these sports fields requires significant renovation and regular maintenance to ensure user safety and playability. In order to repair the extensive wear and tear, the Trust completed a range of renovation works including top dressing, aeration, nutrient and herbicide application to 36 sports fields or more than 240,000 square metres of sports turf with over 16,000 square metres of turf replaced.

Increased demand for sports facilities continues to be a challenge to maintaining suitable sports fields. The ongoing renovation of fields is carried out at the end of both the Winter and Summer sports season.

Animals, fish and birds

For the past five years, the Trust has focussed its pest management control on aquatic pests in particular the European Carp, *Cyprinus carpio*.

Within the Parklands fishing is strictly prohibited however, for the purpose of managing European Carp, and in conjunction with university research, angling is permitted for organised volunteer groups.

Monitoring of the population of Bats was conducted throughout the year. Whilst the population is not believed to have caused significant damage at this time there is concern that an increase in numbers caused by disruption of the camp at the Royal Botanic Gardens could cause damage to the tree population in the Park.

Weed management

The presence and impact of weeds across the Parklands continues to be restricted to isolated infestations.

During 2011-12, the Trust undertook its annual weed program to prevent bindii and other broad leaf weeds which are prevalent in lawn areas of the Parklands.

The aim of the program is to improve the quality of playing fields and parkland open space by reducing herbaceous weeds. All spraying is undertaken at night using the Australian Government-approved Destiny and Spearhead herbicides.

Environmental future plans

The Centennial Park and Moore Park Trust is committed to creating an environmentally sustainable future for Centennial Parklands.

In progressing this strategic goal, during 2012-13 the Trust will undertake a range of environmental projects, including:

- Replacement of the covered arena roof at Centennial Parklands Equestrian Centre
- Refurbishment of the Queens Park Pavilion for reuse
- Replacement of the ES Marks Athletics Field running track
- Recruitment of an internal Environment Officer to oversee implementation of the Centennial Parklands Environmental Management Framework
- Initiate energy savings research project.

