

CENTENNIAL PARKLANDS

Annual Report 2008-2009



"... a priceless part of the heritage of New South Wales. The area is one of the state's most valuable assets."

Hon Neville Wran AC QC (1983)

CENTENNIAL PARKLANDS ANNUAL REPORT 2008-2009

The Hon. Kevin Greene MP

*Minister for Gaming and Racing
Minister for Sport and Recreation*

31 October 2009

Level 36
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

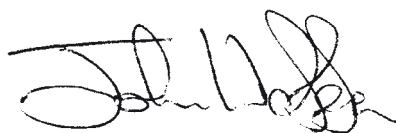
Dear Minister

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 2008-09 of the Centennial Park and Moore Park Trust.

Yours sincerely



John Niland AC
Chairman



John Walker
Deputy Chairman

SCOPE OF REPORT

The Annual Report for 2008-09 has been structured as follows:

- The Centennial Park and Moore Park Trust's performance against the strategies of the 2006-2016 Plan of Management is reported in the year's highlights table on pp.6-7.
- Detailed reporting on the Trust's performance against the challenges identified in the 2008-09 Business Plan is provided under the environmental, social and economic sections. Each of these sections also include indicators of our progress towards sustainability over the year.



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about CENTENNIAL PARKLANDS

Centennial Parklands is more than 360 hectares of cohesive and integrated parklands that provides important sport, recreation and leisure facilities for the people of Sydney and visitors from interstate and overseas.

Centennial Parklands comprises three parks – Centennial Park, Queens Park and Moore Park – and is managed by the Centennial Park and Moore Park Trust (Trust).

It is listed on the *State Heritage Register* and the *Register of the National Estate*, and with an estimated 10 million visits a year, is one of the world's most popularly visited urban parklands.

CENTENNIAL PARK

Centennial Park, covering 189 hectares, has a distinctive and special place in Australian history and culture. It was once a huge catchment of creeks, swamps, springs, sand dunes and ponds fed by ground water, and was traditionally home to the Gadi people.

The Park is historically significant to Australia and its people for many reasons, including:

- In 1811 Governor Lachlan Macquarie designated the area as the second Sydney Common, and it was used for grazing, lime burning and timber clearing.
- In 1825 convict labour was used to build a 3.5 km underground aqueduct, known as Busbys Bore, from the swamps to Hyde Park. This bore supplied Sydney's main water supply from 1837 to 1859.
- In 1888 Sir Henry Parkes dedicated Centennial Park as a public open space for the enjoyment of the people of NSW. Hundreds of unemployed men were enlisted to turn swamps, scrub and rock into a grand park in the Victorian tradition with formal gardens, ponds, statues and wide avenues for Sydneysiders to drive their carriages around to 'take the air'.
- On 1 January 1901 Centennial Park became the focus of the nation as the site of the inauguration of Australian Federation (this event is commemorated by the Federation Pavilion).
- In 2000 Centennial Park hosted the Sydney Olympics Road Cycling event.
- In 2001 the Centenary of Federation was celebrated with the Prime Minister, State and Territory leaders and the community.

More than 100 years later Centennial Park remains a people's park – a beautiful recreation area in the middle of Sydney's densely populated eastern suburbs. It is a playground for adults and children of all ages and is one of the few inner city parks in the world to offer horse riding facilities. It is also home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson figs, Holm oaks and Norfolk Island pines dating back to the early 20th century.

QUEENS PARK

Queens Park is a 26 hectare park set in a natural amphitheatre at the foot of dramatic sandstone cliffs, with panoramic views of the Sydney



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

Sir Henry Parkes,
Governor of NSW, 1888

region. It was originally established to commemorate the centenary of European settlement in 1888 and has three giant Moreton Bay figs that may be older than the park itself.

Today the park is used for informal recreation and organised sports such as cricket, rugby, football and touch football.

MOORE PARK

Moore Park provides 115 hectares of sports, leisure and entertainment choices.

On the sports and leisure front it features tennis and netball courts, the ES Marks Athletics Field, and an 18-hole Group One public golf course and driving range.

On the entertainment front it is often used as a venue for circuses and other outdoor events, and incorporates the:

- Entertainment Quarter (on lease from the Trust)
- Fox Professional Studios (on lease from the Trust)
- Royal Hall of Industries and Hordern Pavilion (on lease from the Trust)
- Centennial Parklands Equestrian Centre (managed by the Trust)

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

Corporate Direction

MISSION

To manage Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community.

GOALS

The Corporate Plan 2007-2010 identifies four goals, which will be addressed through a number of strategies and key actions to be implemented by the Trust.

1. To maintain and strengthen the integrity of Centennial Parklands;
2. To ensure equity of access and diversity of leisure experiences;
3. To work in partnership with key stakeholders; and
4. To achieve a sustainable organisation that delivers sound business practice and improved revenue in addition to assured core government funding.

VALUES

The values of the Trust are:

- Conservation and celebration of the Parklands' heritage and significance in the development of Sydney and the nation;
- Provision of opportunities for all people to enjoy a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Conservation and stewardship of the Parklands' environmental values; and
- Delivery of a high quality visitor experience underpinned by a strong economic return.

THROUGHOUT THE ORGANISATION, THE TRUST:

- values and respects its people and their diversity;
- values consultation and customer service;
- encourages teamwork and provides an inclusive working environment to enable people to achieve their aspirations; and
- is committed to managing in an environmentally, socially and economically sustainable way.

Top: Centennial Parklands is less than 5 kilometres from the Sydney CBD and is colloquially known as the "lungs of the city".

Chairman's Report

On behalf of the Trustees of the Centennial Park and Moore Park Trust, I am pleased to present our Annual Report for 2008-09.



After two terms in the Chair, I will be stepping down in February 2010. Looking back over the past eight years, there is good reason for all associated with the Trust to feel immense pride in its many achievements and current condition. Key highlights from this period include:

- Open space visitation is estimated to have grown from five million to six million a year, with even greater diversity of use, making the Parklands one of Australia's most loved leisure and recreational destinations
- Delivery of more than \$50 million in capital improvements, especially:
 - Upgrade of Grand Drive pathway and associated infrastructure
 - Moore Park Golf Course and Equestrian Centre and grounds
 - Extensive upgrades of public amenities, playgrounds and sports facilities
 - Enhancing heritage landscapes and the extensive ponds system
- Increased value in asset portfolio, rising from \$590 million to \$750 million
- Strengthened commercial viability, with Trust-generated revenue rising from \$10.6 million to \$19.4 million, now representing 92% of the operating budget
- Development of the Centennial Parklands Foundation into a major support vehicle for the Trust, generating more than \$3 million since its launch in 2004
- Extensive tree preservation and planting programs

This report details various achievements in 2008-09, which include:

- an extensively refurbished and vibrant Centennial Parklands Restaurant
- construction of the Korean War Memorial in Moore Park
- newly dedicated education facilities for children, with the help of our Foundation, Visy and the NSW Government
- a surplus of \$0.5 million in 2008-09, in a time of severe economic challenge

In October 2008, the Trust marked its 25th anniversary as a stand-alone entity, with a celebratory reunion of former Trustees and key supporters spanning that period.

I would like to acknowledge the contributions of my fellow Trustees, who bring together a remarkable breadth of experience and talent. The current condition of the Parklands owes much to their dedication in guarding the grass footprint, protecting heritage elements and enhancing community facilities. Organised sport and recreational activities alone attracted some 500,000 participants this past year.

I am pleased to also acknowledge the dedicated Trust staff, volunteers, members of the Community Consultation Committee and Governors of the Foundation, whose efforts ensure that the whole community can enjoy these magnificent Parklands.

I thank the Minister for Sport and Recreation, and his predecessors, for affording me the opportunity to Chair this Trust, and for the strong support of Government over the years.

Those responsible for Centennial Parklands will continue to operate in a complex and changing business environment, with the need to balance conflicting demands for recreation and leisure use, financial sustainability, equity of access and the protection of Centennial Parkland's built and natural environment. I am confident that the current organisational arrangement, with Trustees independent of Government and working closely with it, will well handle this unique challenge.

A handwritten signature in black ink, appearing to read 'John Niland', with a stylized flourish at the end.

Professor John Niland AC
Chairman
Centennial Park and Moore Park Trust

Director and Chief Executive's Report

An important aspect of managing a major public asset such as Centennial Parklands is knowing that you are meeting the overall expectations of the community.



I am very pleased to say that in 2008-09, the Trust's Triennial Visitor Survey provided important feedback that reflected a positive outcome for the Trust's management and the state of the Parklands as a whole.

The results from this survey continued to show the community's support and satisfaction of the state and facilities of the Parklands. Of particular note, respondents identified many of the improvements made through the \$50 million NSW Government-supported Park Improvement Plan 2002-2009, as it has made a positive impact on their visitor experience. Higher ratings were also noted for the quality of management services.

The focus over the past seven years has been on improving public amenities, sport facilities, visitor services, heritage and the Parklands environment. For every two dollars provided by the NSW Government, the Trust also contributed a dollar towards these capital works using surplus revenue from commercial activities.

The Trust also acknowledges the further \$17 million commitment by the NSW Government, with \$9.5 million Treasury funding, for the next four-years for critical maintenance works towards a large proportion of the Parklands' \$750 million asset base.

While the ratings are encouraging, the ever increasing demands and expectations of park users needs to be carefully managed as we manage more than 1,000 bookings a year by the community in organised sport or recreational activities.

As a State Government agency, the Trust also collaborates and shares expertise and information with the other agencies such as the Sydney Parks Group network. This assists agencies to develop common standards and performance measures within the industry.

The Trust's financial statements show that, even with the recent adverse economic climate, the Trust is in a sound financial position, which is reflected with the \$0.5 million revenue surplus. Our financial summary on page 6-7 highlights some of these achievements.

Community consultation is a key component of the Trust's work and in 2008-09, we undertook a number of major consultation projects including on the Noise Management Plan and the commencement of the Centennial Parklands Regulation Review.

The outcomes from this consultation will lead to improvements in the operational management of the Parklands. I would like to thank those people from the community involved in these processes – particularly from the Trust's Community Consultative Committee.

As this annual report reflects, the dedicated work of the Trust, our staff and our volunteers has again been outstanding.

Finally on behalf of our staff, I want to thank our Chairman, Professor John Niland AC for his insightful leadership and guidance to the organisation and to me personally throughout his eight year stewardship on the Trust.

A stylized, handwritten signature in black ink, consisting of a large, sweeping loop followed by a horizontal line and a small upward flick.

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

Highlights for 2008-09

Performance against Plan of Management 2006-2016

	PROTECT THE INTEGRITY OF CENTENNIAL PARKLANDS	CONSERVE LIVING HERITAGE	ENSURE EQUITY OF ACCESS AND DIVERSITY OF LEISURE EXPERIENCES
KEY RESULT AREAS	<ol style="list-style-type: none"> 1. Increased public awareness of values and priorities of Centennial Parklands 2. Improved integration and consistency of planning across all Trust lands 3. Effective protection of the Parklands and its boundaries 	<ol style="list-style-type: none"> 1. Continued improvements in conservation management 2. Increasing biodiversity in the Parklands 3. Broader community appreciation and awareness of the living heritage of the Parklands 4. Increased visitor satisfaction with quality of maintenance 	<ol style="list-style-type: none"> 1. Improvements in equity of access to and within the Parklands 2. Increased diversity of visitor profile and access to a range of recreational opportunities 3. Improved satisfaction with Parklands accessibility within local and regional communities 4. Increased proportion of pedestrian, cycle and public transport access to the Parklands
KEY OUTCOMES	<ul style="list-style-type: none"> • Prepared and submitted a 10 year Capital Investment Program; successfully allocated \$17 million over the next 4 years including contribution by the NSW Government • Responded to Randwick Council's Draft Comprehensive Local Environmental Plan • Provided strategic input into City of Sydney Council's Draft Paddington, Centennial Park & Moore Park Pedestrian, Cycling and Traffic Calming Plan • Developed new websites for Equestrian Centre and Centennial Parklands Foundation 	<ul style="list-style-type: none"> • Delivered the final year of the Park Improvement Plan 2003-09, with expenditure of \$5.9 million on 25 capital works projects • Reviewed Centennial Parklands Conservation Management Plan • Restored and installed historic Centennial Park Round House Weather Station • Reuse of 'old' pieces of sandstone into playground and landscape features 	<ul style="list-style-type: none"> • Completed extensive refurbishment of the Restaurant precinct including major playground, and picnic area with new accessible tables and pathway • New mobile kiosk licences negotiated and in operation • Established a Volunteer Growing Group in Centennial Park to create sustainable propagation facilities for future Parklands needs
FUTURE FOCUS	<ul style="list-style-type: none"> • Finalise submission of nomination of Centennial Park as a 'Site of National Significance' by the Commonwealth Government via NSW Government • Proceed with Expression of Interest for the upgrade of ES Marks Athletics Field • Prepare and implement action plan from Carbon Footprint Review Report 	<ul style="list-style-type: none"> • Deliver year one of the Capital Investment Program with focus on maintenance projects • Seek environmental and education grants through Centennial Parklands Foundation • Coordinate major tree planting projects in collaboration with Centennial Parklands Foundation 	<ul style="list-style-type: none"> • Review and develop a new Sports and Recreation Strategy to include capacity constraints to improve sports field sustainability • Manage preparation for the Golden Oldies Rugby World Festival in late 2010 • Upgrade Cleveland St shared cycle/pathway

PROMOTE CULTURAL DIVERSITY AND EXPRESSION

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

- Successfully supported the World Youth Day event in July 2008
- Increased participation in diverse cultural activities by 10 per cent
- Hosted inaugural Taste of Sydney event attracting diverse food experiences and more than 20,000 diverse patrons
- Established new Volunteer Ponds Group to improve the water quality of the Parklands' pond system

- Complete Korean War Memorial in partnership with the NSW Government and veteran's associations
- Repair and re-instate the historic Charles Dickens statue in Centennial Park
- Complete and launch new education precinct for students of public and private schools, and tertiary institutions

WORK IN PARTNERSHIP

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

- Developed and almost completed installation of a new Education Centre (with nursery) in conjunction with Centennial Parklands Foundation and other supporters
- Developed and implemented Noise Management Plan for Parklands events in conjunction with regulator and community
- Completed Equestrian Centre Business Plan and revised Code of Conduct developed in consultation with key stakeholders
- *Friends* program increased membership by 85 per cent to over 400 members

- Launch new major funding initiative through the Centennial Parklands Foundation focusing on building an endowment fund
- Chair and provide secretariat services for the NSW State Plan E8 Parks and Reserves Sub Group
- Prepare to co-host, with NSW National Parks and Wildlife Service, Parks Forum International Biennial Conference in Sydney in September 2010

MAINTAIN SOUND BUSINESS PRACTICE

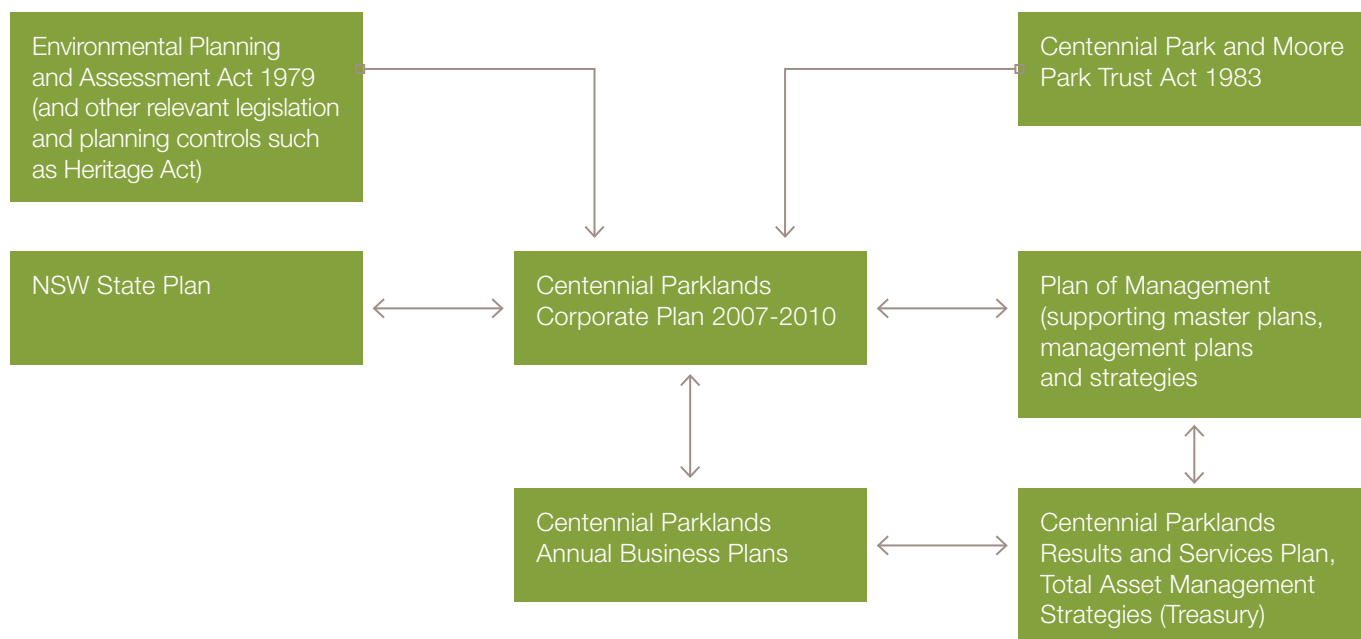
1. Improved security of recurrent government funding
2. Improved performance in financial management
3. Increased diversity and sustainability of funding sources
4. Improved performance of corporate partnerships and alignment with core service objectives

- Generated a \$0.6M revenue surplus in the context of a global economic crisis
- Successful operation of the refurbished Centennial Parklands Restaurant under licence
- Developed a comprehensive Marketing Strategy 2008-2011 for Centennial Parklands to support the Trust's Financial Strategy 2005-2010
- Five riding school licences and 11 independent instructor's licenses negotiated

- Focus marketing strategy implementation on support for business development and revenue enhancement activities to increase revenue base
- Finalise tender for new operator of Moore Park Golf to enhance revenue potential from the course and associated facilities
- Conduct open tender for the provision of Security, Landscape and related services for Centennial Parklands

Planning Framework

A comprehensive planning framework has been established to guide the Trust's future direction and decision-making processes for Centennial Parklands.



NSW STATE PLAN

The NSW State Plan, *A New Direction for NSW*, is a commitment from the New South Wales Government to the people of NSW setting out clear targets for improved outcomes and service delivery.

It sets out the goals the community wants the NSW Government to work towards and identifies priorities for Government action that will help achieve each of these goals over a ten year period.

Trust management is actively participating with Communities NSW in its role as lead agency in delivering State Plan Priority E8: *More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity.*

The NSW State Plan has a number of objectives that have direct relevance to Trust operations, including:

- increasing the number of visits to State Government parks and reserves by 20 per cent by 2016
- increasing the number of people participating in sporting activities and physical activity by 10 per cent by 2016
- increasing visitation and participation in the arts and cultural activity by 10 per cent by 2016
- increasing the proportion of the total community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10 per cent by 2016.

The State Plan is available to view in full online at: www.nsw.gov.au/stateplan

The Trust responded to the challenges through the development of its Corporate Plan 2007-2010, highlighting key projects and prioritising actions that ensure the operations of the Trust are well-aligned with the NSW State Plan.

PLAN OF MANAGEMENT

The statutory Plan of Management 2006-2016, approved by the Minister, provides the Trust with the strategic management framework for long term-decision making. The Plan establishes the vision, mission and guiding principles for the Parklands and sets high-level objectives and key result areas.



The Plan of Management is specifically directed by the Trust Act and is informed by a range of subordinate plans, strategies and master plans, which are generally publicly available including on the Parklands' website at: www.centennialparklands.com.au

CORPORATE PLAN

The Corporate Plan 2007-2010 guides the Trust's short-to-medium term goals, priorities and actions regarding resource management, public access and use of the Parklands in line with the Plan of Management directions and the NSW State Plan.

Key focus areas for the Trust outlined in the Corporate Plan 2007-2010 include:

- effectively managing the Parklands' cultural and natural heritage;
- managing the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape, particularly trees;
- planning for, and sustainably managing, the demands of an ever-increasing number of park users, especially a rapidly growing local residential population; and
- improving existing – and seeking new – revenue streams while containing operational costs.

To achieve its goals and priorities, the Trust recognises that it must work in partnership with many other government and non-government organisations, including local councils, the business community, lessees and licensees, transport and access providers, and other public landowners who adjoin the Trust's lands. Ongoing consultation with the local community and other key stakeholders is also a priority.

ANNUAL BUSINESS PLANS

The annual business plans outline the Trust's day-to-day actions for each financial year. They provide Key Performance Indicators (KPIs) for staff to ensure the priorities, goals and actions outlined in the Corporate Plan are progressed and achieved.

The annual business plans, which include the key organisational programs for the 12-month period, are submitted to the Trust for endorsement by June each year.

IMPLEMENTATION AND RESOURCING

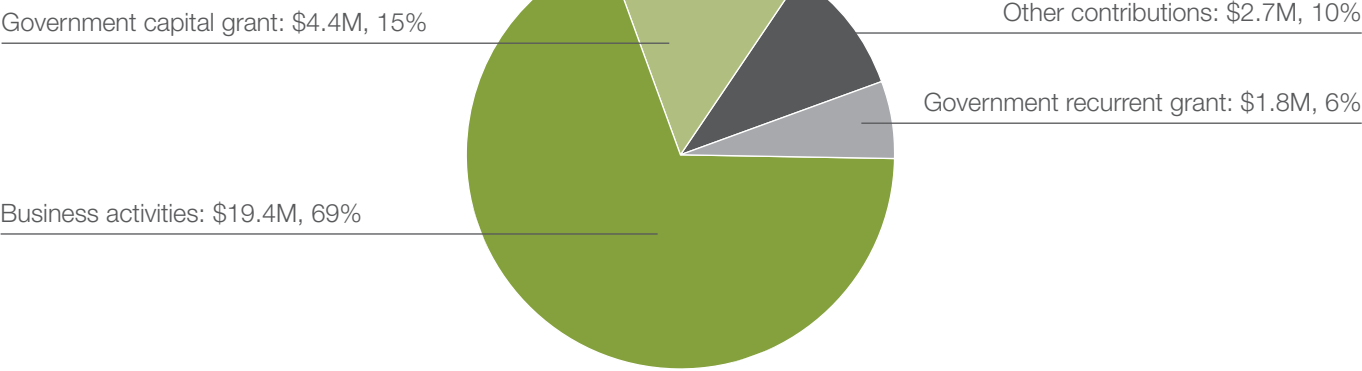
Progress on the implementation of the Corporate Plan and annual business plans will be communicated through the Annual Report presented to the NSW Minister for Sport and Recreation and the NSW Treasurer, and tabled in the NSW Parliament.

The Trust in 2008-09 generated approximately 92 per cent of its total annual operating budget. Along with the annual contribution from the NSW Government, the Trust continued to also seek financial and in-kind support through the Centennial Parklands Foundation. Resources were also sought through partnerships and collaboration with relevant agencies, as well as the private sector, to achieve the programs in the Corporate Plan and annual business plans.

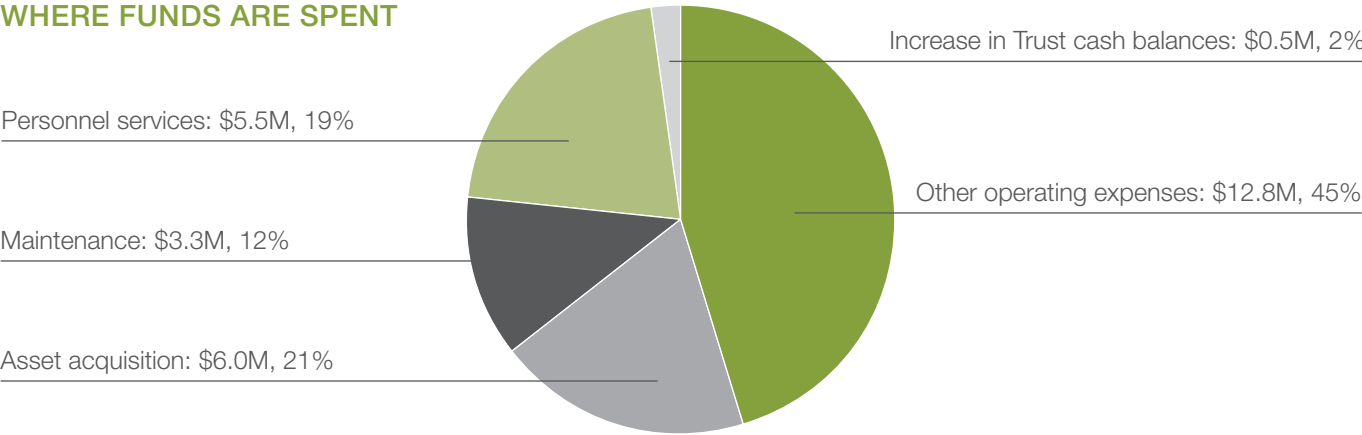
Top: Centennial Parklands is a cultural landscape, highly modified over its long history and has an interrelationship with its broader environmental catchment whilst retaining significant intrinsic natural and cultural heritage values.

Financial Summary

WHERE FUNDS COME FROM



WHERE FUNDS ARE SPENT



FINANCIAL SUMMARY

The Trust is well-positioned during this current economic downturn to return a revenue surplus for 2008-09. This is primarily as a result of prudent financial management, cost reductions and improved revenue through licences and leases. Each additional dollar raised will be re-invested into visitor services as well as the Parklands maintenance and capital works program in subsequent years.

During this financial year, the Trust generated \$19.4M in operating revenue, and incurred \$19.8M funded operating expenses. Government recurrent funding of \$1.78M funded nine per cent of operating expenses for the year.

KEY FINANCIAL PERFORMANCES

- The following operational areas performed above expectation in 2008-09:
- Additional lease revenue following the relocation of the Australian Film, Television and Radio School to the Entertainment Quarter.
 - Increased revenue from new licences at the Equestrian Centre.
 - Moore Park Golf performed better than expected against economic conditions and challenges confronted by the golf industry as a whole.

During the year the Centennial Parklands Foundation directly contributed approximately \$0.4M to the Trust for environmental and educational projects across the Parklands.

Sustainability Report

Every quarter the Trust reports on a number of key performance areas in order to assess its progress towards achieving its sustainability targets.

The following table summarises the reporting outcomes on a range of these performance areas:

YEAR ENDING 30 JUNE 2009

PERFORMANCE AREA	ANNUAL TARGET (2008-09)	YTD OUTCOME (2008-09)	YTD OUTCOME LAST YEAR (2007-08)	ASSESSMENT	COMMENTS
ENVIRONMENTAL					
Water usage – Bore and Pond Total (MLtrs)	455 MLtrs	307 MLtrs	471 MLtrs	■	Lower than anticipated usage (high rainfall)
Water usage – Town water (mains) (MLtrs)	28 MLtrs	22 MLtrs	30 MLtrs	■	Above target
Waste Management (Tonnes)	360 Tonnes	396 Tonnes	308 Tonnes	■	Yearly results impacted partly by new facilities coming online and playground waste
Energy usage – Electricity ('000 kWh)	1,000 kWh	1,000 kWh	993 kWh	■	In line with target
Energy usage – Fuel ('000 kLtrs)	40 kLtrs	53 kLtrs	33 kLtrs	■	Bulk fuel purchase made in June 2009, whilst not consumed, still counts towards 'usage' figures
SOCIAL					
Participation – Cultural & Major events	194,250	223,387	231,021	■	Exceeded annual target
Participation – Visitor Programs	13,000	12,823	15,764	■	Lower participation numbers as a result of increased wet weather during the period with approximately 7% cancellation rate. Revenue is above budget for the year
Complaints per Total Customer Comments	20%	26%	27%	■	As per target
Friends of Centennial Parklands membership	450	409	308	■	Within 10% of target
ECONOMIC					
Revenue generated	\$15.5M	\$15.5M	\$15M	■	Actual revenue has continued to track favourable compared to budget
Foundation revenue generated	\$0.66M	\$0.51M	\$0.79M	■	Some impact from economic downturn
Revenue to Expenses Ratio	1.05 : 1	1.07 : 1	1.11 : 1	■	On target
Percentage completion of capital program	100%	104%	100%	■	Work complete exceeded original program

■ Current performance targets being met

■ Performance below target remediation required in the next quarter

■ Urgent remediation required as performance well below target, special remediation plan required by the Trust



The following challenges cover key areas of the Trust's environmental work in 2008-09.

As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what it had planned for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2009-10.

CHALLENGE	COMMENT
Remove over 160 over-mature trees and replant an additional 180 trees	Completed – Tree Replacement Program achieved with 205 over mature or dead trees removed and 213 new trees planted. A further 232 self sown trees classified as weed species were removed. Advanced tree order for 2009-10 and 2010-11 placed.
Conduct a soil remediation trial and tree rejuvenation project on Grand Drive	Stage 1 – completed. Stage 2 with a focus on tree nutrient needs to commence in 2009-10.
Further develop and implement park furniture replacement program	Three new sets of accessible picnic tables installed near Restaurant. New barbecues installed in Queens Park and Learners Cycleway Playground.
Develop maintenance standards for all parklands maintenance activities	Commenced development of Parklands Operation Plan – due for completion in 2009-10.
Establish a volunteer growing group facility	Volunteer Growing Group nursery construction commenced new Education Precinct – to be completed in early 2009-10.
Undertake Stormwater improvement works at Kensington Pond	New stormwater traps installed to prevent solid waste from entering the Parklands through stormwater, major realignment of stormwater channel and associated landscaping.



"[Centennial Park is]
the Cinderella of
Sydney's parks"

The Sydney Morning Herald,
c. 1964

Centennial PERFORMANCE

FUTURE FOCUS

In 2009-10 the Trust plans to:

- develop and Environment Management Policy including carbon footprint action plan, and updated environmental risk register.
- review the Trust's waste management policy.
- complete Stage 1 of Grand Drive Inner Circle tree planting project.
- complete construction of the Volunteer Growing Group nursery and produce 5,000 plants for use across the Parklands.

PARK IMPROVEMENT PLAN

Park Improvement Plan 2002-2009 Summary

The Trust has now completed the seven year \$50 million Park Improvement Plan (PIP) 2002-2009. The Plan was a NSW Government commitment to the ongoing conservation of Centennial Parklands and was designed to conserve the Parkland's environment and heritage, improve facilities and utilities, and upgrade visitor services.

The Trust has completed a review of the PIP and has identified outstanding benefits to the Parklands physical fabric and sustainable outcomes for the environment, the Trust and the community. Some of these include:

- increased revenue from Parklands facilities of \$1.76 million per annum
- increased revenue from strategic business assets of \$1.2 million
- reduced maintenance investment shortfall by \$1 million per annum (down from \$2.7 million to \$1.7 million)
- reduced extent of tree loss estimated to be valued at \$8.15 million per annum
- accommodating visitation growing at an estimated 150,000 users annually for sports, events and other recreational activities. These visits result in an estimated \$33 million in avoided costs to the health sector each year
- approximately 550 direct and indirect jobs for project managers, engineers, other consultants, contractor, sub-contractors, suppliers and manufacturers

In total these benefits represent a net present value of \$35.55 million when assessed over the next 10 years. The Trust has also recently secured ongoing capital funding from the NSW Government and will continue to deliver improvements to the Parklands.

The Trust completed an end-of-program assessment of the PIP through the form of community focus groups. Participants ably identified the major projects completed and provided positive feedback on the process and the outcome of PIP.

In particular, participants complimented the Trust on the pond regeneration and maintenance works, the upgrade to Grand Drive, improvements to the Queens Park pathway and the refurbishment of Centennial Parklands Restaurant.

The level of general support for the PIP was noted by the research consultants as 'very high'.

Top: The Column Garden in Centennial Park has become one of the Parklands most popular wedding venues.

PIP SUMMARY: 2008-09

\$5.9 million was spent in the financial year on a wide range of projects, as summarised in the table below:

PROJECT	EXPENDITURE (\$,000)
Environment	471
<ul style="list-style-type: none">• Kensington Pond stormwater inlet improvements• Ongoing tree removals and replanting across the Parklands• Ongoing bush regeneration at York Road and Bird Sanctuary	
Transport and Access	101
<ul style="list-style-type: none">• New precinct and safety signage at the Equestrian Centre• New signage in Restaurant precinct• Design and development of new tree plaques	
Leisure Facilities	182
<ul style="list-style-type: none">• New safety and security features at Moore Park Golf• Completion of playground upgrades in Centennial Park and Queens Park• Stable door improvements within C Pavilion at Equestrian Centre	
Visitor Information and Services	3,324
<ul style="list-style-type: none">• Amenities upgrades near Queens Park playground and Paddington Gates playground, including new unisex accessible cubicle• Development of new Education Precinct and Learning Centre (opened September 2009)• Completion of the restaurant refurbishment and establishment of the visitor information counter• Completion of the restaurant precinct including the landscaped surrounds to the new facility; the new 0-5 year old playground; Turpentine Grove landscaping, paths and accessible picnic facilities• New Korean War Memorial in Moore Park West (delivered by NSW Department of Commerce)	
Heritage Conservation	329
<ul style="list-style-type: none">• Re-construction of the heritage round house weather station and new setting• Commencement of a Conservation Management Plan review• Upgrades to the amenities in Hordern Pavilion and Royal Hall of Industries• Restoration of the Charles Dickens statue (underway)	
Utilities	375
<ul style="list-style-type: none">• Drainage rectification at the Golf Driving Range, general plumbing and electrical repairs• Replacement of office PABX, server upgrade and equipment	
Annual Provisions	1,110
<ul style="list-style-type: none">• Major equipment replacements for arboricultural, horticultural and golf staff• Conversion of storage shed to office accommodation within the Parklands depot• Capitalised on-costs	
TOTAL	5,892



CASE STUDY:

Centennial Parklands Restaurant and Precinct

The new restaurant facility in the centre of Centennial Park opened in October 2008 and has proved very popular with park visitors.

The restaurant facility and surrounding precinct includes:

- Centennial Parklands Dining (the new business name) incorporates a kiosk, table-service café and a formal restaurant. As part of the refurbishment project, a new licensee had previously been selected through a public tender process, Trippas White (www.trippaswhite.com.au)
- the Trust also established a separate Visitor Information Counter, providing visitor information and services and retailing seven days-a-week as part of the facility
- new accessible and high quality public amenities also open seven days-a-week
- expansive deck areas, open lawns and tropical gardens to ensure a welcoming experience for visitors
- a new shared zone and street lighting along Banksia Way to ensure pedestrian safety and accessibility
- a new multi-functional playground, which was opened by the Minister for Sport and Recreation in January 2009
- a new accessible path and accessible picnic facilities in the adjacent Turpentine Grove
- the demolition and removal of two below standard and old outlying public amenities

The refurbishment has resulted in a significant increase in the patron capacity from 260 to 376, a 44 per cent increase, and the capacity to now cater for all levels of food and beverage service.



CASE STUDY:

Amenities Refurbishment

Centennial Parklands is committed to improving the quality of amenities across the Parklands. This year saw refurbishments at four locations:

- Queens Park, retaining the unique architectural characteristics of the existing building, these refurbished amenities provide enhanced interior fittings and a new accessible unisex cubicle
- Centennial Park, adjacent to the playground at Paddington Gates, these amenities provide robust and easy to maintain interior surfaces, a new accessible unisex cubicle and a new accessible path to access the amenities
- The Hordern Pavilion and Royal Hall of Industries both received refurbishments to the amenities

Further investment announced

In May 2009 the State Government budget announced a further \$17 million capital funding over the next four years to build on the success of the Park Improvement Plan 2002-2009.

The proposed program of works, known as the Capital Investment Program (CIP), will focus on ensuring that the Parklands' assets are capable of ongoing delivery of services to the community in a safe, compliant and accessible way, whilst still protecting its heritage and environment. It is a 'maintenance of effort' program with a focus on maintaining and repairing existing assets rather than creating new assets.

Planned projects for 2009-10 include:

- completion of the new Centennial Parklands' Education Precinct; including Learning Centre, Community Nursery and Discovery Garden
- ongoing tree replacements and Eastern Suburbs Banksia Scrub regeneration
- upgraded shared pedestrian and cycle path along Cleveland Street in Moore Park
- upgrades to Moore Park Golf infrastructure including drainage rectification to bunkers and putting green; and a re-surface and reconfiguration of the Moore Park Golf car park
- upgrades to two Queens Park sports fields and the Brazilian Fields in Centennial Park
- ongoing stone restoration works – completion of the Charles Dickens statue and restoration of the York/Woollahra pedestrian gate and palisade fence
- major repairs to two pavilions at the Equestrian Centre
- underground infrastructure upgrades and traffic and safety reviews

Top left: New accessible path at refurbished amenities at Paddington Gates

Top right: New interior fittings in Paddington Gates amenities



REVIEWING LOCAL PLANS AND DEVELOPMENT PROPOSALS

The Trust took an active role in local planning issues throughout 2008-09 reviewing many development proposals, plans, planning policies and studies for the Parklands and its surrounding area.

58 development proposals were assessed during the year, consisting of:

- 49 development applications and minor development proposals
- Two major project applications:
 - the SCG Noble and Bradman Stands redevelopment
 - the construction of a commercial building in the Entertainment Quarter
- Seven internal development proposal assessments:
 - Centennial Park Restaurant Precinct Works (Stages 3-4 – Playground and Turpentine Grove)
 - CPEC vehicle gate signage
 - Centennial Park Depot – building refurbishment

- Dacey Avenue footbridge signage
- Queens Park playground upgrade
- Amenities upgrade – Queens Park and Centennial Park
- Centennial Park Restaurant Precinct Works – signage

The two major project applications and 22 of the development applications required the Trust's consent as owner of the land where the development was proposed.

The following Plans, Planning Policies and Studies were reviewed during the year:

- Randwick Council's Draft Comprehensive Local Environmental Plan;
- Waverley Council's Draft Bondi Junction Pedestrian Access and Mobility Plan;
- City of Sydney Council's Draft Paddington, Centennial Park & Moore Park Pedestrian, Cycling and Traffic Calming Plan
- Randwick Economic Development Strategy
- Parks Forum Agency Peer Review Report for Centennial Parklands

- Bondi Junction Sub-Regional Bike Plan Study
- Centennial Park National Heritage List Nomination Draft Report
- Bondi Junction Planning Review – Re-exhibition
- Centennial Parklands Conservation Management Plan

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
- An audit of all development consents issued for the Entertainment Quarter since the establishment of the original Fox Studios
- Investigation of options for amending planning controls that apply to the Entertainment Quarter

Managing Resources

ENERGY MANAGEMENT

The Trust aims to generate savings in energy usage in accordance with Sustainable Energy Management principles where operationally feasible.

Performance

Between 2007-08 and 2008-09 there has been a 4.7 per cent increase in electricity consumption. This is largely due to the commissioning of new parkland facilities including the new restaurant and lighting in the adjacent precinct.

During the same period, there was a 26.1 per cent increase in automotive diesel and petrol consumption. These consumption rates have risen as a result of increased operational activity within the Parklands. Most notably, the Trust implemented a range of

large maintenance projects this year including pond bank restorations and higher rates of tree replacement that all attribute to increased fuel usage in running associated plant and equipment.

Resultant overall greenhouse gas emissions increased by 18.7 per cent.

During this period electricity costs increased by 19.8 per cent whilst diesel and petrol costs rose by 14.9 per cent.

The following major energy fuels were purchased by the Trust during 2008-09:

FUEL	ENERGY CONSUMED (GJ)	% OF TOTAL ENERGY	ANNUAL COST	CARBON DIOXIDE GREENHOUSE GAS EMISSIONS (TONNES)
Electricity (Black coal)	3,907	71.7%	\$133,376	1,153
Electricity (Green Power)	112	2.1%	\$4,369	0
Automotive Diesel	884	16.2%	\$27,470	61
Petrol (unleaded)	543	10.0%	\$19,104	36
FUEL TOTAL	5,446	100.0%	\$184,319	1,250

Future Direction

The Trust's future focus will be to implement recommendations for emissions reductions from the recently completed carbon footprint study, with a particular focus on reducing electricity consumption.

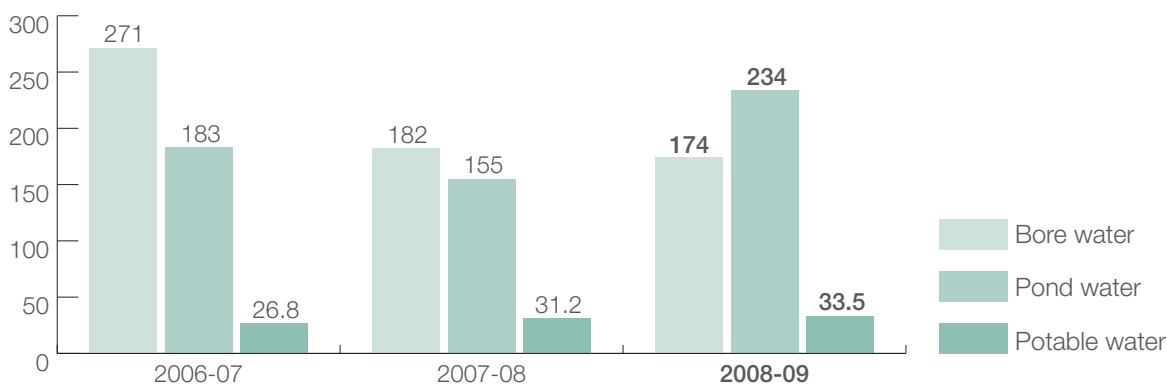


WATER MANAGEMENT

The Trust aims to reduce the use of potable water wherever possible across the Parklands 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.

Water usage for 2008-09 (megalitres)



Mains (potable) water consumption for 2008-09 was 33.5 MI at a cost of \$57,600 representing a 7.5 per cent increase from 2007-08 consumption. This slight increase is largely attributed to the commissioning of new facilities within the Parklands, including Centennial Parklands Dining.

In 2008-09 overall water usage increased 16 per cent across the Parklands. The bulk of this increase sourced from pond water is attributed to increased irrigation used as a result of drier weather and lower rainfall received in the previous 12 months. Irrigating the sports fields helps to maintain safe, comfortable and sustainable playing surfaces.

Future water saving initiatives

In 2008-09 the Trust commenced construction of the Centennial Parklands Education precinct including an all weather classroom and community nursery.

Both of these facilities will be fitted with rainwater harvesting tanks that will be used to irrigate nursery plants in the future.

Top: Cyclists on Banksia Way stopping at the Centennial Parklands Kiosk. Commissioning of this facilities is one contributing factor to the increase in electricity consumption.



WASTE MANAGEMENT

Waste management continues to be a major challenge for the Trust.

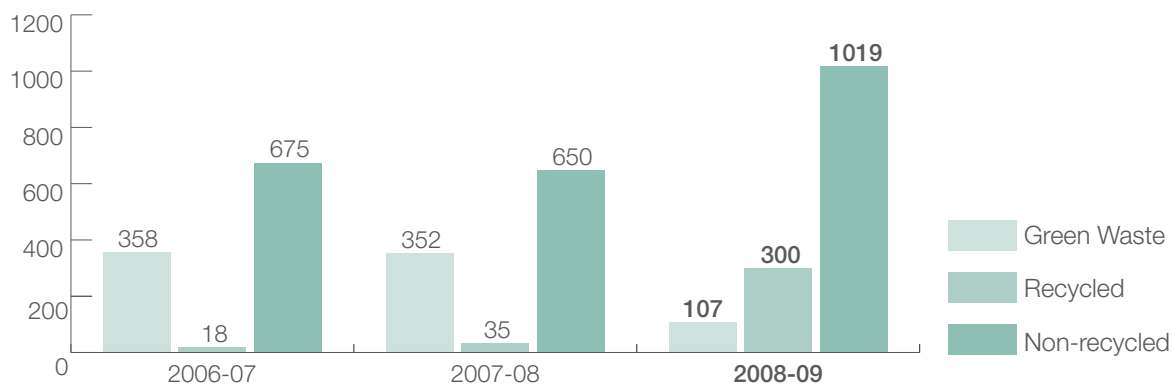
The Trust has made changes in the way it manages waste collection to ensure quality performance and presentation within the Parklands.

Weekend waste collections have been successfully introduced to reduce the instances of bins overflowing during peak visitation, and new colour coded bins have been installed to help visitors easily identify the correct bin.

The introduction of the colour coded bins has resulted in a significant reduction in waste contamination, and therefore an increase in recycled material processed.

The annual increase in visitation to the Parklands – leading to consequential increase in waste – will also need to be considered with the Trust's next waste management review.

Waste breakdown ('000kg)



Kensington Pond Litter Traps.

Stormwater traps play a key role in preserving the Parklands' environment. These traps are installed at key stormwater entry points in the Parklands and captured eight tonnes of waste in 2008-09.

Top: New colour coded waste and recycling bins are helping to manage waste streams generated by park visitors.



CASE STUDY

Korean War Memorial Construction

Construction commenced on the Korean War Memorial that commemorates the Australian and Korean veterans of the Korean War (1950 – 1953).

Construction commenced on the Korean War Memorial that commemorates the Australian and Korean veterans of the Korean War (1950 – 1953).

The memorial site is located at the northern end of Moore Park, a highly significant public parkland area less than 5km from the centre of Sydney. The Park is heritage listed as a place of national significance to the Australian people due in part to its historic setting as a place for significant national events.

It is a memorial that honours a friendship forged through war, between two different countries, cultures and communities. The memorial will be a place that remembers the war with dignity and in so doing honours the hope of future peace. It will be a place of significance; a place that brings people together for ceremonies and cross-cultural celebrations, and will remain accessible to all park users.

The memorial design is the work of Jane Cavanough (Artlandish Art and Design) and Pod Landscape Architecture. The physical materials of stone, steel and concrete symbolise the strength and endurance of the Korean people and of those who fought in defence of freedom on the Korean peninsula. It was also designed to respond to the specific context of Moore Park and the memorial site.

One of the most striking features of the field of forged steel 'Roses of Sharon'. The Rose of Sharon (*Hibiscus syriacus*) is the national flower of Korea.

The memorial is funded by the NSW Government, the Korean Government, Veterans groups and the Korean community of Sydney, and was subsequently completed in July 2009.

More detailed project information is available at: www.dpc.nsw.gov.au/kwm

Top: The Korean War Memorial project involved extensive consultation with veterans associations and the local community – including on-site consultation at Moore Park

Top inset: Members of the design team provide the context behind the design to the local community



ASSET MAINTENANCE

As at 30 June 2009 the Trust held more than \$750 million in assets, covering buildings, infrastructure, landscapes, trees and utilities.

The Trust upgraded its asset database system MAINPAC (now called MAINET) to a web-based system to record asset information including service life, maintenance, and financial valuations. This has resulted in improved efficiency and ease of operation.

Buildings and Infrastructure

Key maintenance achievements during 2008-09 include:

- renewed line marking along Grand Drive including new detailed marking at major intersections to improve traffic management and cycling safety
- improved programmed playground works schedule resulting in better management and maintenance compliance with the Australian Standards for playgrounds
- amenities, air conditioning and fire systems upgrades at the Hordern Pavilion
- extensive sports field renovations

HERITAGE MAINTENANCE

There were a number of initiatives in relation to heritage assets in 2008-09 in line with the Trust's Heritage Asset Maintenance Strategy including:

- restoration of a number of sections of damaged iron palisade perimeter fencing in both Centennial Park and Queens Park which has been damaged by repeated motor vehicle accidents. The Trust is working with Waverley Council to seek traffic barricading along this section of York Rd to prevent further damage
- the historic weather station was re-built and placed into Centennial Park
- sympathetic installation of Gross Pollutant Trap's into sandstone stormwater culvert at Kensington Pond
- the ongoing replanting of the formal Rose and Column Garden in Centennial Park to align these sites with their original planting themes

Conservation Management Plan

The Trust commenced a five year review of its Conservation Management Plan (CMP) which is expected to be completed in late 2009.

The review will aim to update the existing CMP and include any new statutory changes as well as any changes in relation to heritage items across the Parklands.

The new CMP will also look at strengthening the checklists and processes required in relation to any proposed works within the Parklands.



TREE MANAGEMENT

The Trust successfully completed its tree replacement program objectives for 2008-09.

TREE REPLACEMENT PROGRAM

	2006-07	2007-08	2008-09
Trees Removed	122	230	205*
New Trees Planted	169	325	213

*These tree removals account for those specimens listed on the Tree Asset Database. A further 232 trees not listed on the tree asset database due to their classification as weed species including Maritime Pine (*Pinus pinaster*) Sweet Pittosporum (*Pittosporum undulatum*) and Golden Wreath Wattle (*Acacia saligna*) were also removed in 2008-09.

For the second consecutive year the Trust has exceeded its tree replacement program targets primarily due to the success of the Centennial Parklands Foundation's Tree Transplant Appeal that was established to help raise funds to replace the Parklands' declining trees. In 2008-09 the Foundation dedicated 59 trees through this appeal program.

The annual tree asset valuation and survey assessment resulted in the dollar asset of our trees reduce by \$4.64 million in the past 12 months from \$164.7 million to \$159.49 million.

This is attributed to the ageing tree population. Larger and older trees are provided a greater dollar value than the newly planted trees.

This trend in reduced total asset value is likely to continue for the next few years whilst the Trust's Tree Replacement Program continues to balance the Parklands' tree population toward a more even distribution of tree ages.



CASE STUDY

New Trees at Moore Park Golf Course

Moore Park Golf Course received a welcome horticultural facelift with more than 60 semi-mature trees planted in 2008-09.

Tree species installed include Moreton Bay fig (*Ficus macrophylla*), Norfolk Island pine (*Araucaria heterophylla*) and Coastal Banksia (*Banksia integrifolia*).

The most spectacular planting however was the installation of 11 large Jelly Palms (*Butia capitata*) adjacent to the first tee of the course.

These five metre palms, that were popular feature in parks early last century, are approximately 25 years old and their silver blue leaves form a spectacular entry onto the golf course.

Sports Fields and Open Space

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 each of the adjoining councils.

During 2008-09 key achievements relating to the management of these assets include:

- successful completion of the annual sports field renovation program
- successful trialling of an environmentally friendly recycled top dressing unit that re-uses soil from the sports field as opposed to traditional method of importing new soil

The intensive use of the Trusts sports fields requires significant renovation works and regular maintenance to ensure the fields remain safe and suitable for use.

More than 10,000 square metres of replacement turf was laid in 2008-09 to address extensive wear and tear in addition to normal renovation works including top dressing, aeration, nutrient and herbicide application to over 35 hectares of sports turf.

Wet weather caused the closing of sports fields in the Parklands for a total of 36 days in 2008-09. In the event of wet weather, sports fields are assessed by Trust staff to measure each field's soil saturation levels. When soil profiles reach their saturation point, any play on these fields will cause significant damage to turf coverage. Repeated use of sports fields when the soil profile is at saturation point can often leave a playing surface unsafe for play for the remainder of a regular playing season.

To ensure there is a balance between public access and safe and adequately maintained fields, the Trust will review the protocols around sports field use and closures in 2009-10.

In 2009-10 the Trust will commence drainage improvement works on some of the worst affected sports fields across the Parklands, particularly on sports fields on Brazilian Fields and in Queens Park.

Top: Friday afternoons in Centennial Park bring hundreds of school sporting teams to Centennial Park's sports fields.



ANIMALS, FISH AND BIRDS

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

In 2008 the use of traditional angling volunteers to remove carp instead of using an electro fishing contractor was trialled. More than 40 volunteer anglers fished one evening per month removing an average of 150 kilograms of carp per session.

Land based pest species continue to have a low impact on the Parklands environment including European Rabbit (now eradicated from the Parklands), European Fox, and the Australian White Ibis. No active management initiatives of these species were considered necessary in 2008-09.

WEED MANAGEMENT

The presence and impact of weeds across the Parklands continues to be restricted to isolated infestations. The Trust prevented the spread of existing aquatic, grass and perennial weed species including:

- Coolatai grass (*Hyparrhenia hirta*)
- Whiskey grass (*Andropogon virginicus*)
- Red natal grass (*Melinis repens*)
- Paspalum (*Paspalum dilatatum*)
- African feather grass (*Pennisetum macrourum*)
- African love grass (*Eragrostis curvula*)
- Mexican Water Lily (*Nymphaea Mexicana*)

CASE STUDY

Kensington Pond Culvert Stormwater Improvement Works

The Centennial Parklands Foundation, in partnership with the Federal Government Community Water Grants, funded the upgrade of a key Trust project at Kensington Pond headwall, installing pollutant traps, re-aligning the inlet channel and landscaping the banks of the pond.

The landscaping component of this project was undertaken by Trust staff and volunteers, students from Paddington Public School, and players from the Sydney Roosters National Rugby League team.

The project delivered:

- six new traps installed to prevent waste and litter from entering the ponds
- the relocation of 800 cubic metres of silt that had collected at the headwall over many years
- the planting of 10,000 native trees and shrubs along the banks of the pond

"You've got to have a good breathing space in a city and this is the best we've got."

Patrick White, author and Centennial Park neighbour, c. 1970s

social PERFORMANCE

The following challenges cover key areas of the Trust's social work in 2008-09.

As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what it had planned for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2009-10.

CHALLENGE	COMMENT
Establish an Education Precinct including a temporary classroom at Centennial Square	Construction of classroom, community nursery, and associated educational experiences 80% complete. Due for completion September 2009.
Review and update the sport and recreation strategy	Review initiated. Expected to be completed in 2009-10.
Improvements to Incident Management Systems	Extensive review and update of incident management policy and procedures; implemented additional customer service training for high contact customer service staff.
Conduct Visitor Safety Program 4 focussing on vehicle and bicycle safety	Initial work completed – due for final completion in 2009-10.
Review existing and develop new volunteering opportunities within the Parklands	<p>Volunteer manual developed including operational procedures and recognition program.</p> <p>New Fishing Volunteer Group established to remove pest fish species.</p> <p>Historical archive volunteers group established.</p> <p>Continued commitment from Bushland and Growing Group Volunteers.</p>
Implement a balanced program of cultural, sporting and recreational events	Completed with statutory compliance requirements, attracting more than 220,000 patrons to Trust-hosted events. New Noise Management Plan implemented.



Future Focus

In the year ahead the Trust will continue to manage Centennial Parklands in line with its Plan of Management 2006-2016 and focus on:

- developing and completing a sports field management framework to ensure sustainable use of active open spaces within the Parklands
- conducting Visitor Safety Program 5 – focussing on Equestrian activities
- implementing an action plan in response to the recommendations arising from the Visitor Safety program 4 – focussing on safety around vehicle and bicycle use
- launch of new Education Precinct and building on curriculum based education, interpretation, community learning and recreation programs within the precinct

The community served by the Trust

The Trust is committed to ensuring that the facilities and services provided in Centennial Parklands meet the needs and expectations of individuals and community groups who visit the Parklands each year.

While the Trust undertakes consultation and research to ensure it is continuing to meet community needs and expectations, it encourages the community to provide feedback on existing or future facilities and services. Contact details for the Trust are found on the back cover of this report.

Assessing social performance

ITEMS	2004-05	2005-06	2006-07	2007-08	2008-09
Visitation to open space only (visits per annum)	5,327,000	5,460,000	5,620,000	5,793,000	5,967,000
Number of complaints	658	208	193	358	216
Number of <i>Friends of Centennial Parklands</i>	251	245	314	293	409
Number of participants at Parklands events	159,000	165,000	179,000	231,000	223,000

Top: One of the most popular picnic spots in Centennial Park is around One More Shot Pond.

Analysis of visitor feedback

	2006-07	2007-08	2008-09
Dog Management	25	46	23
Cyclists	16	42	58
Construction Works	0	0	0
Recreation facilities	6	10	56
Events	45	163	88
Anti-social behaviour	104	133	83
Vehicle related	20	30	16
Rubbish	49	83	72
Management of assets	42	119	63
Visitor Programs	340	266	216
Other	281	346	262
TOTAL	928	1238	937

Visitor Feedback

Effective investigation of incidents in identifying root causes and detecting potential hazards is important in providing a safe and enjoyable visitor experience to users of the Parklands. Customer feedback is therefore viewed seriously and has been instrumental in helping maintain a balance for the varying and sometimes opposing needs of all visitors. As a standard, the Trust aims to respond to all feedback within a 14 day timeframe.

Analysis of visitor feedback for 2008-09

The number of incidents recorded and feedback received totalled 937. Feedback consisted of 238 compliments, 216 complaints and 24 suggestions. 28 percent of complaints were related to the larger music-based events held within the Parklands. Of these, approximately 70 per cent pertained to noise.

The majority of compliments were related to education and visitor programs such as My Little Ponies, Spotlight Prowl and Wonderful Wiggly Worms.

The Trust also receives numerous suggestions for park improvement and assesses each of these against management plans and maintenance practices to ensure it is responding to park visitor needs where feasible. Such suggestions in 2008-09 include:

- A public phone in the Parklands
- More rubbish bins
- More dog tethering posts
- LED lighting on Grand Drive, Centennial Park
- More shade cover at playgrounds

The remaining 459 reports consisted of incidents throughout Centennial Park, Moore Park and Queens Park.

CASE STUDY

Feedback helping to improve event management

During the last financial year, 223,387 people attended 34 licensed events in the Parklands.

In 2008-09 the Trust fully implemented its Noise Management Plan – a plan designed in consultation with the regulator (Department of Environment, Climate Change and Water) and the community – to reduce sound impacts upon park visitors and neighbours during such events.

Feedback received by the community continues to assist the Trust in refining and improving its performance on sound management. The first annual performance report on the Noise Management Plan, and sound reports from each of the major festivals, is available online at: www.centennialparklands.com.au/nmp



COMMUNITY USAGE OF THE PARKLANDS

ITEMS	2004-05	2005-06	2006-07	2007-08	2008-09
Total participation at events*	159,000	165,000	179,000	231,000	223,000
Total visitor program participants	18,345	16,647	17,172	15,764	12,823
Total volunteer hours	N/A	930	1,300	2,100	2,120
Total sport and recreational bookings	N/A	N/A	709	682	688
Total wedding bookings	N/A	N/A	37	48	40
Total large-group picnic bookings	N/A	N/A	176	194	192

*where Centennial Parklands is the venue manager

VISITOR PROGRAMS

The Trust offers a diverse range of visitor programs including educational excursions, guided tours, community outreach, holiday programs, birthday parties, school holiday programs and themed events.

These visitor programs contribute directly towards meeting the Trust's commitments of achieving NSW State Plan E8 and R4 priorities (see p.8 for State Plan objectives).

The Trust continued to deliver historical, social and environmental programs including contributing towards wider themed-event programs such as:

- NSW Seniors Week
- NSW Heritage Week
- Healthy Parks Healthy People

Trust staff also participated in the ABC's Gardening Australia Expo at the Sydney Showground and Science in the City at the Australian Museum.

The apparent lower participation numbers (as outlined in the table above) reflect the ceasing of the popular 'Frog Mobile' two years ago and a rationalising of some programs.

Top: Patrons of V Festival 09, some of the 223,000 people who enjoyed events in Centennial Parklands in 2008-09.



EDUCATION STRATEGY

The Trust's Education Strategy 2008-10 provides guidance for manageable and achievable growth of current activities while achieving the highest quality educational outcomes.

The strategy also identifies the development and implementation of new financially viable products for education sectors, as a priority, in line with the Centennial Parklands' Plan of Management 2006-2016.

In 2008-09 the primary focus from the Education Strategy was developing the new Education Precinct, which included consultation with schools, education service providers and community user groups on the design and operation of the facility, and physical preparation and infrastructure installation.

In addition the Trust undertook a range of Aboriginal cultural/interpretation programs with specialists during school holiday periods.

A fact sheet on the new Education Precinct is available online at: www.centennialparklands.com.au or from the Parklands Office.

VOLUNTEERING IN THE PARKLANDS

The Centennial Parklands' Volunteer Program is an important opportunity for the community to contribute to visitor service and environmental projects in Centennial Parklands. The program also contributes directly towards the Trust's commitment to achieving NSW State Plan Priority R4: Increase the proportion of the community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10 per cent from 2002-2016.

In 2008-09 the Trust received 2,120 hours of invaluable volunteer support, which compares favourably with previous years.

Details about the Volunteer Program can be found in Appendix 2 (p.59).

Top: Green Corps trainees learning fly fishing techniques as part of the carp removal program

Top inset left: The new Education Precinct will be the new base for the Centennial Parklands volunteers

Top inset right: Bush regeneration volunteers in Centennial Park

CASE STUDY:

The new Volunteer Ponds Group

A new Ponds Maintenance group was established in 2008-09 that demonstrated the significant results that can be achieved by our volunteers.

A restoration project undertaken in partnership with the Centennial Parklands Foundation at Kensington Pond resulted in 10,000 new native plants installed along the pond bank to help prevent pond bank erosion and also draw down on high nutrient level entering the ponds through stormwater.

The other part of the Ponds group saw the successful trial of 40 volunteer fly fishers, who successfully removed approximately 900 kilograms of the pest species European Carp from the ponds system.



Future plans

In 2008-09 the Trust will further consolidate ponds maintenance activities of the volunteers. This group will undertake pond bank maintenance, European Carp removal, and water quality monitoring and improvement works.

In 2009-10 the Education Precinct Project will be completed that will include a new Volunteer Nursery, and facilities for Volunteers to meet.

MANAGING THE DEMAND OF SPORTING GROUPS

The Trust continues to accommodate the needs of sporting groups for the purpose of training and competition.

The Parklands provide a considerable boost to the sport and recreational needs of the region and broader Sydney with, as outlined on p.24, at least twice as many facilities as each of the adjacent local councils.

As a result, it is estimated that the Parklands provides sports fields and facilities to more than 250,000 active participants a year, contributing significantly to the NSW State Plan priorities outlined on p.8.

In addition to the traditional sports regularly played within the Parklands, Ultimate Frisbee sports clubs have now been added to our diverse active users.

In 2008-09 the Trust continued to provide training facilities within Moore Park for professional sporting bodies including Sydney Roosters National Rugby League Club, Sydney Swans AFL team and NSW Waratahs Super 15 Rugby team.

These high quality sporting fields at Kippax Lake, and the Bus Loop Oval were also made available for general public access and locally based sporting activities.

The Trust aims to allocate sports grounds to enable the effective completion of all competitions, however, meeting the demands of all hirers is not always possible with a limited number of sports grounds. In 2008-09 the Trust worked with its seasonal sports hirers to resolve approximately 1,000 booking clashes.

This booking process will be improved in the near future with the development of a sports management framework, which will develop a sustainable approach to managing sports fields.

Top: There were 688 seasonal and casual sports hire bookings in 2008-09 in a range of sports.



CONSULTATION AND COMMUNITY ENGAGEMENT

The Trust is required to, and actively seeks, the involvement and input from the community in the development of its policies and plans.

Throughout 2008-09 the Trust consulted on broad policy/strategic level and project-based issues. These included:

- management of cyclist facilities within the new Restaurant Precinct
- establishment of the new Education Precinct
- Visitor Safety Program 4 (focussing on vehicle and cyclist regulation compliance)
- Centennial Park and Moore Park Trust Regulation 2009 Review (initiated in 2008-09)

Staff attended public meetings, such as the Queens Park Precinct Committee, City of Sydney's Lord Mayor's Forums, Randwick Precinct and Paddington Society as well as liaising with local residents groups.

Community Consultative Committee

The Trust's Community Consultative Committee (CCC) is a statutory requirement under the Trust's Act that provides the Trust with a representative panel of community members to seek input on a range of policy and priority issues that arise.

The CCC comprises regular users of Centennial Parklands who seek to be actively involved in preserving and improving the Parklands and that it is used appropriately.

In 2008-09 the CCC met seven times to discuss a range of issues including:

- Regulation review
- Pedestrian Access Report
- Stormwater management
- Education Precinct
- Capital Investment Program
- Noise Management Plan
- Triennial Visitors Survey
- Tree removals
- Moore Park East
- Events in Centennial Parklands

A full list of the current members of the CCC and their attendance records can be found in the appendices to this annual report (p.47).

Further information on the CCC

Further information on the CCC, including the Minutes of meetings, are available online at www.centennialparklands.com.au/ccc, by emailing ccc@centennialparklands.com.au or by phoning the Parklands Office on (02) 9339 6699.



PROMOTING VISITOR SAFETY

During 2008-09 the Trust continued to implement the Visitor Safety Program. The next phase of the program focussed on vehicle and cycling safety commenced during the year, and to be completed in August 2009.

Some traffic management actions will be pursued in 2009-10, especially relating to speeding, failing to comply with traffic signs and causing hazards to other park users.

During 2008-09 only one meeting of the Cyclist Liaison Committee was held. The Trust then implemented the 'Cycling in Centennial Park' eNewsletter that is circulated on a quarterly basis to individuals and groups who cycle within the Parklands.

Future improvements

In addition to implementing key actions arising from the Phase 4 program in 2009-10, the Trust intends to initiate the next phase of the program focussing on Equestrian activities within the Parklands.

EVENT MANAGEMENT

The 2008-09 financial year event program saw 34 licensed events hosted in the Parklands, including the major international World Youth Day event. Whilst the event itself did not attract the numbers expected, the Parklands' planning and readiness for this event was considered world class.

New to Centennial Parklands in 2008-09 was the four-day gourmet food event Taste of Sydney. This four day event, hosted by Centennial Parklands, attracted a diverse range of food, wine and beer eateries and suppliers, as well as over 20,000 food-loving patrons.

The Sydney Festival also came to the Parklands with the well received 'Street Pianos'. It is anticipated that both events will become an annual feature of the Parklands.

While the event revenue for the Trust was encouraging, the declining global economic situation during 2008-09 resulted in a number of events impacted adversely, as well as a couple of existing charity events cancelled altogether.

The events calendar attracted approximately 223,000 patrons to cultural events – a slight decrease on 2007-08.

SUPPORTING COMMUNITY GROUPS

A series of charity or community events were conducted in Centennial Parklands, which provided an opportunity for the Trust to provide practical support while facilitating a balanced event program.

Fundraising events conducted in the Parklands and supported through reduced fees included the Prince of Wales Hospital Foundation's Ride for Life, Variety Club Circus, the Nun's Run and the Eastern Suburbs Relay for Life – a successful partnership with the three local councils (Randwick, Waverley and Woollahra) and the Cancer Council NSW.

It is estimated that the Trust has supported community events to the subsidised value of over \$35,000. With this help, these organisations have been successful in raising significant funds of several hundred thousand dollars for their causes in 2008-09 alone.



CASE STUDY:

Establishing a Visitor Information Counter

In 2008-09 the Trust established a Visitor Information Counter (VIC) in the hub of Centennial Parklands – the restaurant precinct.

Up to now, the Trust provided basic visitor information on weekends only at the former Superintendents Residence. The VIC as a seven-day a week service, that provides visitor information and visitor program bookings, sell merchandise, process donations and *Friends of Centennial Parklands* membership applications.

Park visitors can purchase a range of items including sunscreen, hats and lip balms, books, postcards, umbrellas and a range of other practical items for their visit to the Parklands.

The VIC has also become the ticket sales location for the popular weekend Pony Rides that occur during school holidays in Centennial Park.

Visit www.centennialparklands.com.au/home/shop for more information.

VISITOR INFORMATION SERVICES

The Trust has invested in the upgrading and enhancement of its visitor information services throughout the last five years, with some major projects being finalised in 2008-09.

These include:

- the Visitor Information Counter
- a website for the Centennial Parklands Equestrian Centre
- the Events Newsletter

In addition the Trust implemented major redesigns of key publications, such as its Parklands Magazine and What's On brochure in order to meet the ever-growing information needs of park visitors and the community.

Online Communications

Online communications is becoming an increasingly important and sought after communications vehicle for Centennial Parklands.

In addition to the newly redesigned Centennial Parklands website (www.centennialparklands.com.au) and *Friends of Centennial Parklands* website (www.friends.net.au) – both launched in 2007-08, the Trust completed two further websites in 2008-09:

1. Centennial Parklands Foundation (www.yourparklands.org.au)
2. Centennial Parklands Equestrian Centre (www.cpequestrian.com.au)

The four websites aim to drive awareness, revenue and improve communications about the Parklands with the wider community.



PUBLICATIONS

Throughout 2008-09 the Trust produced numerous marketing, promotional, informational and legislatively-required publications.

The list of publications produced is found in Appendix 3 (p.62).

Copies of these publications are available from the Parklands Office, on the Centennial Parklands website and at selected locations throughout the Parklands.

WEBSITE	Average monthly visitation (unique visits)				
	2004-05	2005-06	2006-07	2007-08	2008-09
Centennial Parklands	N/A	10,045	16,440	15,342	18,618

The three other websites (for the Foundation, Friends and the Equestrian Centre) have limited visitation data to report as at 30 June 2009. Trend data will be supplied in 2009-10.

In addition, the Trust: developed three new eNewsletters 2008-09: Centennial Parklands (monthly), *Friends of Centennial Parklands* (monthly), Centennial Parklands Foundation (quarterly) – a fourth eNewsletter service for the Centennial Parklands Equestrian Centre is due in early 2009-10.

Future focus

The Trust plans to expand its online communications and engagement into the social media sphere, with a new Facebook site and Twitter account to be established in 2009-10.

The Trust will also work with its Operator at Moore Park Golf to redesign the Moore Park Golf website in 2009-10.



Other Informational or Marketing Activities

Throughout 2008-09 the Trust also implemented a range of other informational and marketing activities, including:

- development of banner signage for Centennial Parklands Foundation campaigns
- informational material on various Park Improvement Plan projects throughout the Parklands (e.g. Centennial Parklands restaurant refurbishment)
- special event signage to support the hosting of large-scale events and activities in the Parklands



- finalised Wave One of the Centennial Parklands Triennial Visitor Survey (to be completed in early 2009-10)
- project managed launch event for the Centennial Parklands Restaurant playground with the Minister for Sport and Recreation (January 2009)
- refocussed merchandising and sales strategy towards practical items for park visitors in conjunction with the launch of the new Visitor Information Counter (VIC) – average monthly sales have increased tenfold since this change.



The following challenges cover key areas of the Trust's economic work in 2008-09.

As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what it had planned for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2009-10.

CHALLENGE	COMMENT
Revise Staff Orientation Policy	Completed.
Review Staff Performance and Development system	Completed.
Review monthly reports from Shared Corporate Services	Monthly reports reviewed and quarterly meetings held to monitor performance. Service Level Agreement completed with Human Resources Shared Services.
Complete restaurant facility refurbishment and precinct redevelopment	Completed.
Revise licences for riding schools at Equestrian Centre	Completed.
Introduce new independent instructors at Equestrian Centre	Completed.
Tender for new operator of golf facility	Tender issued with new contractor to be in place by 1 October 2009.
Obtain Ministerial approval and notify Parliament of intention to review Act (legislative framework)	Completed.



“Centennial Park is...a designed landscape within an urban context where individuals could find respite from metropolitan pressures”

NSW Government
Board of Advice, 1980

PERFORMANCE

Future Focus

In 2009-10 the Trust plans:

- review of risk management framework
- review licensee compliance and reporting systems
- implement new licensing arrangements for service providers at Equestrian Centre
- further develop Customer Information Management System (CIMS) to meet the Trust's business needs
- update the Trust's incident reporting system
- implement new records management system

ECONOMIC PERFORMANCE

ITEMS		2006-07	2007-08	2008-09
Open space cost per visit	\$	1.20	1.11	1.20
Visitors outside 5km radius (data collected every three years as per visitor survey mentioned above)	%	34%	34%	34%
Maintenance investment as a % of asset value	%	0.42	0.41	0.44
Total asset value	\$M	738.3	744.3	751.3
Net cost to Government per visit	\$	0.39	0.34	0.30
Net cost to Trust per visit	\$	2.67	2.87	3.01
Total net cost per visit	\$	3.06	3.21	3.31
% of overall operating costs funded by Trust revenue	%	87.1	89.5	91.0
Trust generated revenue	\$M	15	18.1	18.9
Revenue growth	%	11.5	4.5	6.8

Top: Customers line up at the new trial dog wash service in Centennial Park.



PAYMENT PERFORMANCE

Account Payment Performance

ACCOUNTS PAYABLE AT THE END OF EACH QUARTER	QE SEP08 \$	QE DEC08 \$	QE MAR09 \$	QE JUN09 \$
Current within 30 days	190,254	83,662	94,267	804,129
Overdue less than 30 days	296,340	157,888	42,940	411,749
Overdue between 30 and 60 days	15,396	6,490	20	11,450
Overdue between 60 and 90 days	34,964	0	0	1,142
Overdue more than 90 days	404	351	0	2,728

ACCOUNTS PAYABLE AT THE END OF EACH QUARTER	TOTAL ACCOUNTS PAID ON TIME		TOTAL AMOUNT PAID	
Total value of accounts paid	Target %	Actual %	\$	\$
September quarter	100	86.52	5,941,211	6,866,791
December quarter	100	83.85	5,431,371	6,477,150
March quarter	100	84.4	5,573,727	6,603,794
June quarter	100	86.91	5,692,514	6,550,224

Payment performance over 2008-09 was an improvement when compared to 2007-08 with an average of over 85% of payments paid on time.

OUR FIVE YEAR FINANCIAL STRATEGY

The Trust is in the fourth year of its five-year strategic financial plan which aims to:

- Reduce volatility in revenue streams while maintaining control of costs.
- Enhancing existing revenue streams through its marketing and business development focus.
- Continually refine financial reporting systems to enable better understanding of cost drivers.
- Rebuild cash balances to ensure adequate working capital.
- Developing new funding sources for the maintenance and capital program.



Our investment performance

In the past year the Trust has continued to invest surplus funds in the appropriate NSW Treasury Corporation Hour-Glass Investment Facility that matches the duration of the underlying liabilities for which the Trust is holding funds. Surplus funds have been invested in the Cash Facility and Strategic Cash Facility to meet the Trust's short-term and longer term obligations.

The appropriate benchmark performance for comparison for the Cash Facility and the Strategic Cash Facility is the UBS Bank Bill Index. Details of the Trust's Hour-Glass investments as at 30 June 2009 are show below:

Hour-Glass Investment Facilities on 30 June 2009

INVESTMENT PERFORMANCE CRITERIA	2006-07	2007-08	2008-09
Value of cash facility on 1 July	\$478,396	\$3,038,724	\$2,880,978
Value of cash facility on 30 June	\$3,038,724	\$2,880,978	\$2,669,252
Interest income earned	\$310,329	\$442,253	\$238,274
Actual rate of return	6.41%	6.82%	5.14%
Benchmark rate of return	6.42%	7.34%	5.48%
Value of bond market facility on 1 July	\$4,582,588	\$5,133,233	N/A
Value of bond market facility on 30 June	\$5,133,233	N/A	N/A
Interest income earned	\$220,645	\$258,741	N/A
Actual rate of return	4.68%	4.69%	N/A
Benchmark rate of return	4.75%	5.08%	N/A
Value of strategic cash facility on 30 June	N/A	\$5,405,648	\$5,719,278
Interest income earned	N/A	\$13,674	\$313,630
Actual rate of return	N/A	0.27%	5.64%
Benchmark rate of return	N/A	0.28%	5.48%

The Trust maintained its holdings in the TCorp Cash Facility and Strategy Cash Facility as part of its Financial Strategy adopted by the Trust in 2005 which is to ensure that it is able to meet its short term obligations as well as specific future capital commitments.

Top left: Morning breaks at the Centennial Parklands Equestrian Centre

Top right: View from the picturesque 5th tee at Moore Park Golf



REVIEWING POLICIES AND PROCEDURES

In 2008-09 the following policies and procedures were reviewed:

- Incident Management Policy
- Incident Reporting Procedures
- Centennial Parklands Equestrian Centre Code of Conduct
- Cash Handling Policy
- Fleet Management Policy
- Scattering of Ashes Policy

MANAGING AND MAINTAINING THE TRUST'S ASSETS

Major assets/land disposed of during the year

There were no major assets disposed during the year.

Major assets other than land holdings

The net value of the Trust's plant and equipment is \$1.12 million and the net value of its computer equipment is \$80,000.

FILMING AND PHOTOGRAPHY

The Trust is committed to supporting a professional film and television industry in Centennial Parklands that produces content for domestic and overseas markets and appreciates the economic benefits that film and television production activities can bring to the local economy.

Demand from the film and photography industry saw almost continuous location bookings over the 12-month period.

Filming projects included the major television series *Underbelly 2*.

Filming and photography revenue for the period was approximately \$104,000 – which is in line with results from the previous financial year.

Charges for filming and photography are based on costs incurred by the Trust to facilitate, process and manage filming and photography in the Parklands. They are reviewed annually and only increase in line with CPI increases.

The Trust is aware of, and complies with, the NSW Government's making NSW film friendly policy and ensures fees are capped at cost-recovery.

FEES AND CHARGES

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

The Trust's new rates came into effect in July 2008 and are available online at: www.centennialparklands.com.au

Top left: Centennial Parklands delivers on the NSW Government's commitment to fostering a vibrant commercial filming and photography industry in NSW, and remains one of the most popular destinations for the industry.

Top right: Launch of the restored historic Centennial Park weather station, June 2009.



IMPLEMENTING THE CENTENNIAL PARKLANDS FOUNDATION BUSINESS PLAN

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

Some key actions implemented from the Foundation's business plan in 2008-09 include:

- Continued funding the Trust's Tree Replacement Program for the staged replacement of ageing and ailing trees across the Parklands
- Water savings initiatives, including connecting irrigation to pond water and installation of rain water tanks to reduce potable water use
- Water quality improvements, through the reduction of pest species such as European Carp and introduction of native Australian Bass
- Pond banks planted out with native grasses and wetland plants that will enhance bird habitat and improve pond water quality

- Restoration of threatened species Eastern Suburbs Banksia Scrub remnants
- Purchase of educational tools and resources to enhance syllabus related excursion products and public programs offered by the Trust's Visitor Programs team
- Hosting inaugural Evergreen Dinner to raise funds for the Education Precinct project, and working with Trust staff on planing and design of facility
- Awarding education grants to two regional schools for projects relating to Centennial Parklands

Full details of the work of the Foundation in 2008-09 can be found in the separate annual report for Centennial Parklands Foundation.

CASE STUDY

New independent instructors at the Equestrian Centre

Eleven new equestrian instructors – including former Olympic coaches, Australian riders and the current National Showjumping Champion – were announced as the official independent instructors at Centennial Parklands Equestrian Centre (CPEC) in Sydney in March 2009.

The new instructors were selected following a nationwide competitive selection process for the CPEC training programs. These instructors cater for casual lessons or more comprehensive coaching programs, tailored for all levels of experience from beginners to elite riders.

The arrival of these instructors provides an unparalleled opportunity for riders across Sydney to learn from some of the country's best instructors.

For more information on the independent instructors, visit www.cpequestrian.com.au

Appendix 1 – Governance

CORPORATE GOVERNANCE

Centennial Parklands is managed by the Centennial Park and Moore Park Trust, a statutory body established under the *Centennial Park and Moore Park Trust Act 1983* (Trust Act). All Parklands' regulations are enforceable under the *Centennial Park and Moore Park Trust Regulation 2004*.

STATEMENT OF RESPONSIBILITY

31 October 2009

The Centennial Park and Moore Park Trust's senior management and other staff have implemented an internal control process to provide reasonable assurance regarding the achievement of the Trust's objectives. The Trust's audit function includes a program of reviews to assess these controls.

This system of internal control has operated satisfactorily during 2008-09.



Steve Corbett
Director and Chief Executive

CREDIT CARD CERTIFICATION

It is the policy of Centennial Park and Moore Park Trust to limit the use of permanent corporate credit cards to staff responsible for official functions. On 30 June 2009, the one and only card was on issue to the Director and Chief Executive. I certify that all charges were incurred for official purposes and that transaction dockets showed details of the nature and purpose of the expenditure. These acquittals were examined and authorised by the Director Business Services.

The Trust's policy and procedures in force during 2007-08 complied with best practice as detailed in the policy and guidelines paper issued by Treasury.



Steve Corbett
Director and Chief Executive

THE TRUST

The Trust consists of eight trustees, who are responsible to the Minister for Sport and Recreation for overseeing the management and policy direction of the organisation. The Trust's objectives are highlighted on p.3.

In 2008-09, the Trust held full Trust Meetings on ten occasions.

In addition, the Trust also has finance, audit and marketing committees with external representation to help its work. These committees typically meet on a quarterly basis.

During the financial year, the Trust's activities were focused on key areas that ensured:

- business viability
- right of access
- increased recognition for its position and direction
- promotion of its cultural strength and expression
- review of the Trustees Corporate Governance and Orientation Manual in line with Public Sector guidelines

The Trustees



EMERITUS PROFESSOR JOHN NILAND AC

Chairman

BCom, MCom, PhD, Hon DSc

Professor Niland is currently an Independent Director of Macquarie Group Limited, Chairman of Campus Living Villages Limited, serves on the University Grants Committee of Hong Kong, and is Deputy Chairman of the Board of Trustees of Singapore Management University. He is a former Vice-Chancellor and President of the University of New South Wales (1992-2002) and has been involved with a number of community and charitable bodies over many years. He is a Fellow of the Academy of Social Sciences in Australia and the Australian Institute of Company Directors.

**Appointed Chairman
of the Trust in March 2002.
Term expires February 2010.**



MR JOHN WALKER

Deputy Chairman

B.Bus

Mr Walker is currently Executive Chairman of Planet Power Energy Ltd. He was previously Managing Director of Thrifty Australia Pty Ltd between 1998 and 2008 and prior to that General Manager, Retail Banking with Westpac Banking Corporation from 1995-1998. Mr Walker has also served as CEO for Liverpool City Council, Dominos Pizza (Australia) Pty Ltd and the West Coast Eagles Football Club. He is a Director of the publicly listed Newsat Ltd and also a number of Private companies and is a former Councillor of Woollahra Municipal Council.

**Appointed February 1998.
Term expires February 2010.**



THE HONOURABLE JUSTICE ANNABELLE BENNETT AO

BSc (Hons), PhD, LLB

Justice Bennett is a Judge of the Federal Court of Australia and is currently Pro-Chancellor of the Australian National University. Prior to her appointment to the Federal Court, Justice Bennett practised as a Barrister (Senior Counsel) specialising in intellectual property. She is also Presidential Member of the Administrative Appeals Tribunal, member of Chief Executive Women, member of the Australian Academy of Forensic Sciences and an Arbitrator of the Court of Arbitration for Sport.

**Appointed April 2003.
Term expires April 2011.**



MR DAVID LECKIE

BA (Econs)

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

Appointed January 2001.
Term expires January 2010.



MS YVETTE PIETSCH

B.Bus, M.Tax

Ms Pietsch is a Taxation and Business Advisory Partner at Pitcher Partners NSW. She is a member of the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors, and a Fellow of the Taxation Institute of Australia. Ms Pietsch is a local resident who is actively involved with Centennial Parklands and many of its facilities.

Appointed February 2004.
Term expires February 2010.



DR MARGARET VARADY AO

BSc, MEd, DipEd, EdD FACE

Dr Varady was the principal of Sydney Girls High School from 1992 to 2008. She has held a variety of positions in schools both in New Zealand and Australia, and is on the Senate of the University of Sydney. She is a strong supporter of public education, community involvement and girl's education. She is currently the coordinator of the Office of Educational Leadership at UNSW.

Appointed March 2002.
Term expires February 2010.



MS ANNE KEATING

Ms Keating is currently an independent director on the boards of the Goodman Group Limited, Macquarie Leisure Group Limited and STW Communications Group Limited. She is also a member of the Advisory Council of RBS Group (Australia) Pty Ltd, and Governor of the Cerebral Palsy Foundation. Ms Keating was also the General Manager, Australia for United Airlines from 1993 to 2001.

**Appointed June 2008.
Term expires May 2012.**



MS MAIRAED BILMON

B Sc (Arch), BA (Hons), A Mus A

Ms Bilmon was appointed to the Community Consultative Committee in April 2006 and has been its Chair since January 2008. She has a background in community work in local government and the performing arts. She has lived all her life within a short distance of the Parklands and has participated in practically the full gamut of Parklands activities such as horse riding, picnicking, team sport and dog walking to name a few. She continues as a board member and chair in the not-for-profit sector and maintains an active involvement in the performing arts.

**Appointed February 2008.
Term expires February 2010**

RISK MANAGEMENT

Insurance Coverage

The Trust's insurance coverage with the NSW Treasury Managed Fund includes policies for workers compensation, public liability, motor vehicle, property and miscellaneous insurance. The Trust continued to operate a rigorous reporting system for injuries and risks in the Parklands. The reports generated by this system were systematically followed up and stored for future reference.

When an incident may have had insurance implications, the Trust sent the details to the Trust's risk managers for advice and liaison with the Trust's insurers. All incidents were investigated and any associated maintenance issues addressed via a work request system. The Trust's OHS committee conducted regular workplace inspections and reviewed all incident and hazard reports.

The Trust incorporated risk mitigation strategies into all its day-to-day activities and programs and into key documents such as licence agreements. It also regularly reviewed and updated its safe work method statements.



The Trust conducted its three-year review of its Risk Management Strategy and prepared a list of potential risks and mitigation strategies. These 'risks' range from variations in the business viability of key lessees and licensees and other funding sources to traffic and parking issues and the effect of continuing drought conditions on the environment of the Parklands.

These actions are consistent with the Trust's Risk Management Framework, that has included an internal audit program and key reviews.

Seven internal audits were undertaken in 2008-09, including:

- Privacy
- IT Security
- Planning and Budgeting
- Infringement Processing
- Procurement and Tendering
- Equestrian Centre
- Finance and Cash Handling

In addition, the Trust contracted Deloitte to undertake an assessment of its carbon footprint. While there were a number of performance improvements noted at the end of this audit, the Trust compared favourably to targets in place to ensure the NSW Government's achieved its stated goal of becoming carbon neutral by 2020.

Reporting incidents and managing risks

Ranger Security Officers provided a presence across the Parklands throughout the year, monitoring visitor safety, protecting assets and responding to numerous incidents and accidents. In addition, Ranger Security Officers were used in large numbers to enforce Trust Regulations at major music events.

With the large-scale events conducted in the Parklands, managing patron flow whilst minimising impact on other park users is a challenge, as is managing the potential pedestrian/vehicle conflict. The Trust introduced mitigation strategies, including fenced corridors of access to control pedestrian flow to and from the event sites, the enforcement of the Trust's Regulation regarding no parking after sunset and a no pass-out policy. The cost for these mitigation strategies was part of the event promoter's costs.

The Trust implemented an improved safety initiative with the revised lightning protection procedure for outdoor events staged in the Parklands, incorporating suggested indicators and actions in relation to protection procedures to mitigate the risks from extreme weather conditions for staff and event patrons.

Another safety improvement was the tightening of opening and closure times for both the main vehicle gates and amenities within the Parklands, to better reflect the Parklands' closure from sunset to sunrise.



Committees

COMMUNITY CONSULTATIVE COMMITTEE

There were seven Community Consultative Committee meetings in 2008-09.

NAME	TERM	MEETINGS ATTENDED
Bilmon, Mairaed	February 2006 – February 2010	5
Dutton, Stuart (Director and Chief Executive's representative)	February 2008 –	5
Fisher, Natalie	February 2008 – November 2008	0
Goodman, Robert	February 2006 – February 2010	4
Libling, Sandy	February 2008 – February 2010	4
Lyons, Craig	February 2006 – November 2008	0
Meagher, Fran	February 2008 – February 2010	5
Misson, Frank	February 2008 – February 2010	4
Morrow, Bruce	February 2009 – February 2011	3
Sambrook, Brenda	February 2009 – February 2011	4
Skinner, Clare	February 2008 – November 2008	1
Warren, Stacy	February 2008 – February 2010	5
Wright, Harley	February 2008 – February 2010	3

SIGNIFICANT COMMITTEES ESTABLISHED AND ABOLISHED

There were no significant committees established or abolished during 2008-09.

SIGNIFICANT CENTENNIAL PARKLANDS' COMMITTEES

The table shows the number of Trust and committee meetings attended by each Board Member during 2008-09, with the number of meetings held during the time shown in brackets.

TRUSTEE ATTENDANCE AT 2008-09 TRUST AND COMMITTEE

TRUSTEE	TRUST MEETINGS	FINANCE COMMITTEES	AUDIT COMMITTEE	MARKETING COMMITTEE	FOUNDATION BOARD OF GOVERNORS
Emeritus Professor John Niland AC	9 (10)	4 (5)	4 (4)		3 (4)
John Walker	8 (10)	5 (5)		4 (4)	
The Hon. Justice Annabelle Bennett AO	7 (10)				2 (4)
David Leckie	3 (10)			1 (4)	
Dr Margaret Varady AO	8 (10)	5 (5)			3 (4)
Yvette Pietsch	9 (10)		4 (4)		
Mairaed Bilmon	8 (10)		1 (4)		
Anne Keating	8 (10)			1 (4)*	

* (first Marketing committee was April 09)

OTHER ADVISORY COMMITTEES

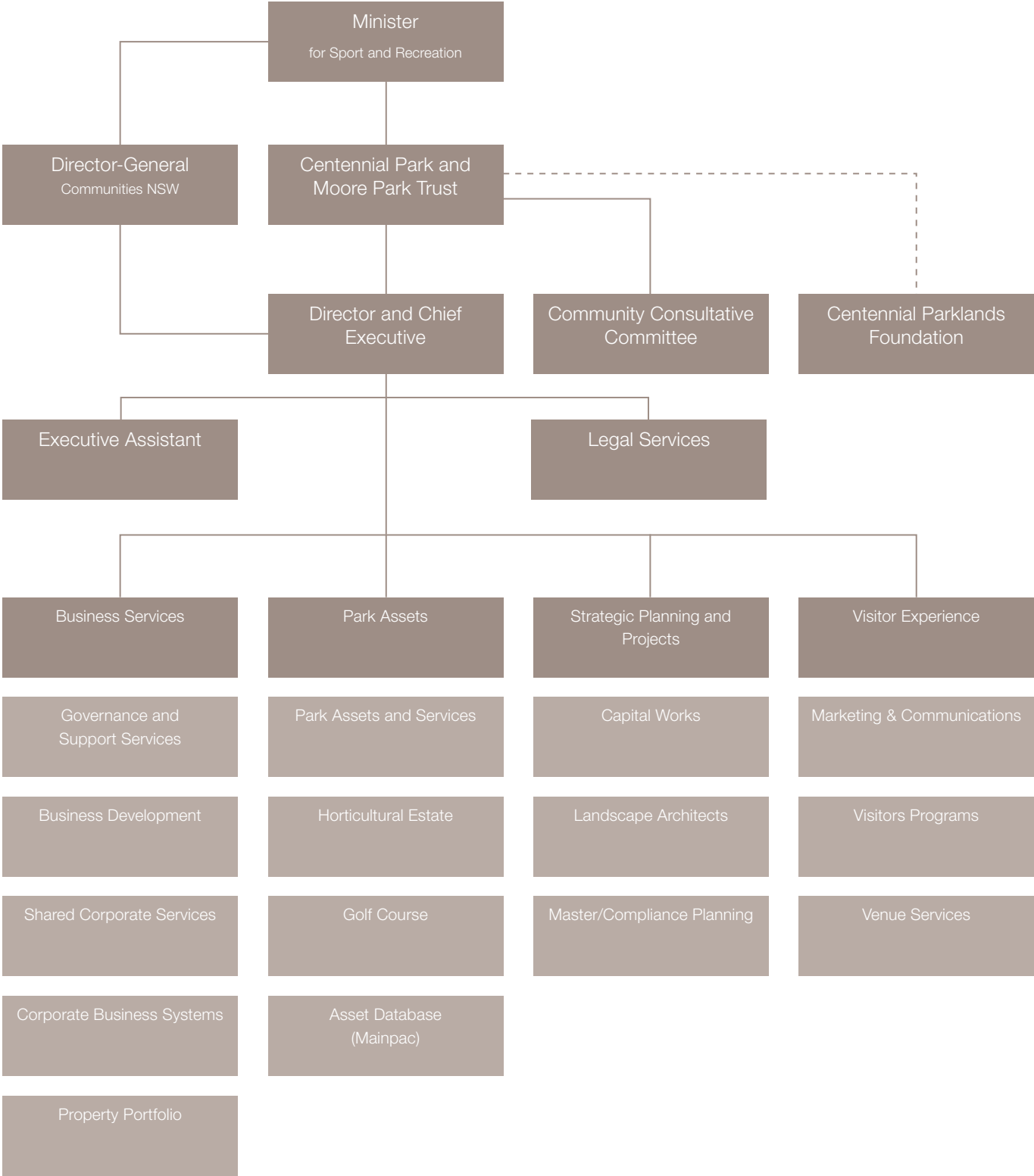
COMMITTEE	REPRESENTATIVES		
Centennial Parklands Equestrian Centre Advisory Committee	Pamela Bode Alex Clarke Kate Guilfoyle Mary Walsh	Rosemary Gough Tim Roberts Jamie Winning	Kelly Paton Dee Vodden Robert Hermann
Design Review Panel	Peter Mould Catherin Bull	Alex Tzannes Oi Choong	Marianna Preston
Golf Course Coordination Committee	Simon Roberts Harry James	Jon Urquhart Ian Innes	Mal Durkin
Golf Course Liaison Committee	Harry James Greg Dick Petter Goddard Jon Urquhart	Brett Leahy Robert Herman Anthony Shaw	Cathy Thurley Craig Easdown Bruce Cook
Sports Advisory Group	Doug Atkinson Ron Crawford Graeme Dedrick	Laurie Heil Wayne Morgan Greg Weiss	Derek Zilich Bernadette Walker Danyelle Droga

SIGNIFICANT COMMITTEES WITH CENTENNIAL PARKLANDS ' REPRESENTATION

STAFF MEMBER/S	POSITION	EXTERNAL COMMITTEES
Cheshire, Colin	Ranger	Woollahra Council Animal Advisory Committee; Randwick Council Community Safety Committee; NSW Police Surry Hills Local Area Command's Police Accountability Community Team.
Corbett, Steve	Director and Chief Executive	Parks Forum Leadership & Relationship Standing Committee – Chair; Member of Board Parks Forum; Sydney Parks Group; World Youth Day CEO's Forum; Centennial Parklands Foundation Board; Centennial Parklands Foundation Management Committee; Chair of NSW State Plan Priority E8 Parks & Reserves Group.
Cutcliffe, Jason	Arborist	NSW Local Government Tree Resources Association.
Dutton, Stuart	A/Director Visitor Experience	Sydney Parks Group; Centennial Parklands Foundation Management Committee; Community Consultative Committee; NSW State Plan Priority E8 Interdepartmental Planning Group; NSW State Plan E8 Parks & Reserves Group; World Youth Day Venue Owners Group.
Easdown, Craig	Manager Marketing & Communications	World Youth Day Media & Communications Group; World Youth Day Community Relations Sub-Committee.
Finnerty, Tomas	Coordinator Site Services	World Youth Day PAPF.
Holyhead, Toby	Arborist	NSW Local Government Tree Resources Association.
Innes, Ian	Director Park Assets	Parks Forum – Best Practice Standards and Benchmarking Committee; Department of the Arts Sport and Recreation – OHS Governance Committee.
Latham, Luke	Arborist	NSW Local Government Tree Resources Association.
Peri-Chapman, Suzanne	World Youth Day Project Officer	World Youth Day PAPF.
Stride, Anja	A/Manager Venue Services	Premier's Department: Central Sydney Operations Group; Moore Park Events Operations Group; Event Safety Working Party.
Tracey, Paul	Manager Horticultural Estate	Sydney Water Greater Botany Wetlands Steering Committee; Royal Botanic Gardens Trust Flying Fox relocation Steering Committee.

Appendix 2 – Organisation

ORGANISATIONAL STRUCTURE





ORGANISATIONAL STRUCTURE

The Trust's management is led by the Director and Chief Executive (DCE) who works within the parameters of the Trust and is also responsible to the Director-General of Communities NSW for administrative issues.

For certain approvals and actions, the DCE is responsible to the Minister for Sport and Recreation.

The DCE leads the development and implementation of the Trust's strategic, corporate and annual business plans to meet its short and long-term objectives, and provide staff with a strong vision and business direction. Best practice management, sustainable development and the financial viability of the Trust are the key focuses of this role.

Groups within the Trust

- **The Directorate:** provides high level and strategic advice to the Trust and the Minister, measures and monitors the Trust's performance against the Plan of Management and corporate business strategy, and handles a range of stakeholder issues.
- **Visitor Experience:** manages the Trust's venue services, visitor programs, and its marketing and communications strategies.
- **Business Services:** manages the organisation's overall business systems and performance, plus also oversees its shared services agreement for corporate services.
- **Strategic Planning and Projects:** manages statutory and park planning, and delivers significant capital works and other major projects of long-term importance.
- **Park Assets:** is responsible for the maintenance and presentation of the physical fabric of Centennial Parklands, including the landscape, buildings, ponds and buried infrastructure.

The Executive Team



STEVE CORBETT

Director and Chief Executive

Steve was appointed to the position in July 2004. He was previously Director for the Royal Tasmanian Botanical Gardens and has more than 30 years of industry experience in the management of parks, botanic gardens and open space areas. He previously held estate management positions at Olympic Venues with the Olympic Coordination Authority and management positions at the Royal Botanic Gardens Sydney including Mount Annan Botanic Garden.

He is currently a Member of the Board of the Parks Forum (an international parks management association), and Chair of the Parks Forum Leadership and Relationship Standing Committee.



IAN INNES

Director, Park Assets
BSc (Arch), B Land Arch

Ian has over 20 years experience in the landscape architecture and public space management industries. He previously held management roles at the Royal Botanic Gardens, Sydney, the former Public Works Department (NSW) and in overseas roles in the UK and France.

He is responsible for services such as parking administration, playground safety, waste recycling and cleaning services, as well as arboriculture and horticulture services, asset maintenance, building infrastructure services, equestrian centre and golf course management, flora and fauna protection, conservation of heritage assets and landscape maintenance.



MARIANNA PRESTON

Director Strategic Planning and Projects
B Land Arch (Hons) AILA

Marianna has many years experience within the design and construction industry, as a project manager and landscape architect.

She is responsible for statutory and park planning, major project development and implementation of the \$50 million Park Improvement Plan.



STUART DUTTON

AV Director Visitor Experience

MBA BSpSc

Stuart has worked in the sport, recreation and venue management industries for 13 years with organisations such as Sutherland Shire Council, Swimming NSW, Sports Medicine Australia, and Cycling Australia.

He is responsible for venue services, visitor programs, and its marketing and communications strategies.

Stuart previously managed the Venue Services Unit of the Trust.



BRUCE COOK

Director Business Services

MBA

Bruce has previously held planning and business management positions at EnergyAustralia, Wollongong City Council, National Rail Corporation, the RTA and Tourism Australia.

He is responsible for business and organisational performance, financial management, lease and licence administration, business development, policy development, records management, shared services contract management, and Trust support and liaison.

EXECUTIVE OFFICER INFORMATION

	2005-06		2006-07		2007-08		2008-09	
SES GRADE LEVEL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
8								
7								
6								
5								
4								
3	1		1		1		1	
2								
1								

Value of recreation leave and long service leave entitlements

LEAVE ENTITLEMENT	VALUE AS AT 30 JUNE 2008
Recreation leave	\$443,000
Long Service leave	\$624,169

CONSULTANTS

THRESHOLDS	COST
Consultancies equal to or more than \$30,000	\$0
Total consultancies less than \$30,000	\$8,259
TOTAL CONSULTANCIES	\$8,259

ETHNIC AFFAIRS PRIORITIES STATEMENT

The Trust is committed to the principles of multiculturalism and encouraging the participation of people from diverse cultural and linguistic backgrounds in all its events and visitor programs.

The Trust's Plan of Management has taken into account the significant cultural diversity in the suburbs surrounding Centennial Parklands. With 40 per cent of the population in its local and district visitor catchment area being born overseas, the Parklands continued to be an important meeting place for a host of diverse communities.

A key strategic direction in the Trust's Plan of Management is to promote cultural diversity and expression, and the use of the Parklands for cultural activities. Helping to achieve this goal is the fact that a number of key staff employed within the Parklands who are also from a range of diverse cultural and linguistic backgrounds.

TRUST STAFF

The Trust is committed to attracting, developing and retaining a professional workforce and providing a safe, productive and healthy workplace.

Staff turnover was at an annualised rate of 0 per cent for 2008-09. This figure is significantly below the State Government average of 12 per cent.

Managing and communicating with the Trust's staff

The Trust's Joint Consultative Committee (JCC) provides a formal framework for consultation between staff and senior management. It met on a quarterly basis to:

- promote cooperation and open communication
- provide a forum for raising issues of organisation wide concern and suggestions for their possible resolution
- discuss key policy and strategic issues
- initiate quality improvement projects
- improve the dissemination of information about the work of the Trust to staff at all levels. The JCC is chaired by the Director Business Services and includes representatives from each area of the organisation, the Public Service Association and the Department's Human Resources team.

Staffing issues are addressed at the weekly meeting of the Executive. There is also a Quarterly Staff briefing session and monthly meetings of the senior staff group, where staff discuss current issues and future plans. The Business Planning Workshops, which took place over April and May 2009, involved the majority of staff. Discussions were held within each of the business units. These were followed by a one-day workshop of senior staff to clarify the goals for 2009-10. In a workshop for remaining staff, there was discussion of the Draft Business Plan and about the activities required to support it during the coming year.

CODE OF CONDUCT

The Centennial Park and Moore Park Trust's Code of Conduct outlines the expected standards of behaviour and guides staff on how to deal with ethical issues that may arise in the course of their work.

The Trust's values as an organisation are based on trust, respect and recognition of the significant roles the Trust plays in managing the Parklands. The Code of Conduct is an important element of maintaining that trust, respect and recognition.

The Trust's Code of Conduct is in alignment with the Department of Premier and Cabinet revised its "Model Code of Conduct for NSW Public Sector Agencies".

SHARED SERVICES

The Trust's corporate services – finance, human resources and information technology – are outsourced to Communities NSW.

Trust employees have access to human resource and occupational health and safety (OHS) services, either by telephone, email or through regular visits by the service provider. Employees are also able to access payroll and leave data via the online HR Kiosk at all Trust computers.

TRENDS IN THE DISTRIBUTION OF EEO GROUPS

Distribution Index*

EEO GROUP	BENCHMARK OR TARGET	2007	2008	2009
Women	100	117	106	107
Aboriginal people and Torres Strait Islanders	100	N/A*	N/A	N/A
People whose first language was not English	100	N/A*	N/A	N/A
People with a disability	100	N/A*	N/A	N/A
People with a disability requiring work-related adjustment	100	N/A*	N/A	N/A

Trends In The Representation Of EEO Groups

EEO GROUP	BENCHMARK OR TARGET	2004-05	2005-06	2006-07	2007-08	2008-09
Women	50%	46%	45%	43%	44%	50%
Aboriginal People & Torres Strait Islanders	2%	0%	0%	0%	0%	0%
People Whose Language First Spoken as a Child was not English	20%	9%	13%	7%	6%	7%
People with a Disability	12%	5%	6%	0%	2%	N/A
People with a Disability Requiring Work-related Adjustment	7%	0%	0%	2%	1.9%	N/A
Total staff	64	58	58	64	61	64
Response rate		100%	100%	100%	100%	78%

IMPLEMENTING EEO STRATEGIES

The Trust strives to ensure that its workplaces are free of discrimination and harassment, and the Trust's practices and behaviour do not disadvantage people because they belong to a particular group. Staff are also encouraged to take advantage of flexible working arrangements and leave options to help them maintain an effective work and life balance.



Occupational Health and Safety (OHS)

Training was provided to members of the OHS committee in line with the continued commitment of the Trust to comply with all safety and WorkCover workplace requirements. Training was also provided to other staff members to assist with and promote awareness and technical expertise in implementing the Trust safety management system.

An internal review of the safety management system on behalf of the organisation by Park Assets manager Mal Durkin provided valuable feedback for improvements, as did subsequent discussions with staff.

The OHS Committee was successful in introducing to the workplace a smoke free environment policy following some vigorous consultation with staff members. It also reviewed its policy, terms of reference and first aid policy which have all been successfully updated.

The Committee is consulting at present to promote health and well being in the workplace.

The Committee appointed four new members in the 2008 elections.

There were no WorkCover NSW prosecutions involving Centennial Parklands during the financial year and the Trust saw a one third reduction in workers compensation claims. Seven workers compensation claims were lodged, compared with four during the previous financial year. While the number of claims increased marginally, the cost per claim and hours lost were less than 2007-08.

Top: A TAFE arboricultural student assessing the condition of the Parklands. Such students have been coming to Centennial Parklands for over 20 years to undertake this vital practical work.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Accident/Injury Analysis 2008-09

Financial Year in Summary

REPORTED INCIDENTS/ NEAR MISSES	REPORTED FIRST AID TREATED INJURIES	REPORTED MEDICAL TREATED INJURIES	REPORTED LOST TIME INJURIES
7	5	8	5

Total Workers Compensation Claims for 2008-09

CLAIM NO.	DATE OF INJURY	DATE OF NOTIFIED	CAUSE OF ACCIDENT	HRS LOST	ACTION PLANS TO PREVENT ACCIDENT RE-OCCURRING
770519047484	7.10.08	7.10.08	Plantar fasciitis on heel from raking mulch from flower beds.	7.6	Review SWMS and procedure of working on uneven ground. Include in tool box talk.
770519052354	28.1.09	28.1.09	Foreign body in right eye whilst gardening.	0	Staff to be made aware of similar injuries from wind, dust and outdoor work.
770519056864	23.4.09	23.4.09	Left shoulder strain from stacking branches in a pile.	7.6	SWMS reviewed at weekly toolbox meeting - staff to be mindful of lifting too large a load at one time.
770519056951	28.4.09	28.4.09	Pain/nerve irritation in right hand from high volume keyboard work.	0	Workplace assessment conducted resulting in some workstation adjustment.
770519058877	5.6.09	5.6.09	Left rotator cuff injury from tripping over timber and other items on floor of small amenities room.	13	Items stored on floor of amenities room removed.
770519059064	12.6.09	12.6.09	Shooting pain in neck and shoulder while operating front end loader.	5	Review location of bucket control and accessibility to operator and subsequent SWMS review.
770519059413	20.6.09	20.6.09	Motor vehicle accident on way to work.	3	N/A
770519061808	22.06.09	17.08.09	Pain in lower back from lifting large plants to divide them.	0	<p>2 person lift – anything as large as 30 kilos is to be lifted by 2 people – adhering to manual lifting rules and SWMS.</p> <p>Do not dig out large plants out of garden beds – try to divide the plants in ground before lifting a huge clump onto a vehicle.</p> <p>Employee to be aware of causing further injury once lifting restrictions have been lifted.</p>

NB: Shaded areas denote additional entries since last reporting

The Trust's safety record

YEAR	2004-05	2005-06	2006-07	2007-08	2008-09
Number of workers compensation claims	10	9	6	4	8
Cost of claim per employee	\$1,416	\$6,352	\$4,156	\$4,935	\$1,704
Hours lost to workplace injury or illness	287	743	81	305	47

VOLUNTEER HOURS

The Volunteer Program at Centennial Parklands is an important opportunity for the community to contribute to environmental projects in the Parklands.

In 2008-09 the Centennial Parklands Volunteer Program included:

VOLUNTEER GROUP / ACTIVITY	VOLUNTEER HOURS CONTRIBUTED
Growing Group	142
Tree Planting activities	68
Ponds Group	800
Corporate volunteer program	16
Birdwatching	24
Visitor Information	26
Volunteer Coordinator	60
Volunteer Archivist	78
Windgap	102
Bush Regeneration	141
Cleanup Aust Day	665
TOTAL	2,124

Appendix 3 – Legislative and Periodic Reporting

FREEDOM OF INFORMATION AND STATEMENT OF AFFAIRS

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

Structure and functions

The primary responsibility of the Trust is to ensure the sustainable management of urban parkland and leisure facilities on behalf of the people of NSW. The Trust's Plan of Management and associated key result areas have been developed to help meet these objectives.

Effect of functions on members of the public

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

Public participation in policy development

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

Categories of documents held by the Trust

The categories of documents held include:

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

Accessing and amending Trust documents

Policy documents, annual reports and brochures may be obtained by contacting the Trust.

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

The Freedom of Information Officer
Centennial Parklands
Locked Bag 15
Paddington NSW 2021

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

Arrangements can be made to obtain copies of documents or to inspect them by contacting the FOI and privacy officer (02) 9339 6699 or emailing: info@centennialparklands.com.au

Applications under the *Freedom of Information Act 1989*

The Trust received one application under the *Freedom of Information Act 1989* in the reporting year.

Details of internal review results

The original request was refused on the basis of commercial-in-confidence considerations.

REVIEWS AND APPEALS

There were no reviews or appeals conducted by either the NSW Ombudsman or the Administrative Decisions Tribunal.

PRIVACY AND PERSONAL INFORMATION PROTECTION

During 2008-09 the Trust received no applications under the *Privacy and Personal Information Protection Act 1998*. The Trust continues to monitor compliance with this Act.

The Trust's privacy policy is available on the Trust's website at www.centennialparklands.com.au

LEGISLATION AND LEGAL CHANGE

There were no legislation or legal changes made in 2008-09.

ACTS ADMINISTERED BY THE TRUST

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



SIGNIFICANT JUDICIAL DECISIONS

There were no significant judicial decisions in the 2008-09.

CONTROLLED ENTITIES

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

OVERSEAS VISITS

Stuart Dutton, A/Director Visitor Experience, travelled to Edinburgh, Scotland to assess the scale and impact of the Golden Oldies World Rugby Festival that will be hosted in Centennial Parklands in 2010.

GRANTS TO NON-GOVERNMENT ORGANISATIONS

There were no grants to non-government organisations during 2008-09.

RESEARCH AND DEVELOPMENT

No research and development projects were undertaken during 2008-09.

CONTRACTING AND MARKET TESTING

New contracting and market testing during 2008-09 was undertaken on certain Equestrian Centre licences.

PUBLICATIONS PRODUCED IN 2008-09

PUBLICATION	RELEASED	COMMENT
Annual Report 2007-08	November 2008	Silver Award winner at the 2009 Australasian Reporting Awards.
Parklands Magazine	1st day of every season	Seasonal publication available the first day of every season; the spring 2008 edition was dedicated to the 25th Anniversary of the Trust. Newly redesigned in 2008-09.
What's On brochure	1st day of every season	Seasonal publication available the first day of every season; newly redesigned in 2008-09.
Events Newsletter	September 2008, January 2009 and June 2009	New publication required under the Noise Management Plan. Distributed to 10,000 surrounding households and available at the Parklands Office.
Centennial Parklands Map	All year round	Standard publication, redesigned and enhanced in 2008-09.
Dogs in the Parklands brochure	August 2008	New publication informing dog owners of the Parklands regulations on the dogs in the Parklands and around its facilities.
Centennial Parklands Equestrian Centre brochure suite	August 2008	Two new publications targeting the tourist and local residents markets.
Sporting facilities in Centennial Parklands brochure suite	July 2008	Two brochures (summer and winter seasons) outlining the sporting facilities available across the Parklands.
Centennial Parklands Foundation Annual Report 2008-09	December 2008	In-kind project management support provided by the Trust.
Centennial Parklands Christmas Card and eCard	December 2008	Developed for Trust and Centennial Parklands Foundation distribution and retailed at the Visitor Information Counter.
Fact Sheets	Various	Various fact sheets on aspects of Centennial Parklands natural, cultural and operational features. All fact sheets are available on the Centennial Parklands website.
Centennial Parklands Equestrian Centre Code of Conduct	February 2009	New comprehensive Code of Conduct for licensees and visitors to the Equestrian Centre.

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Website

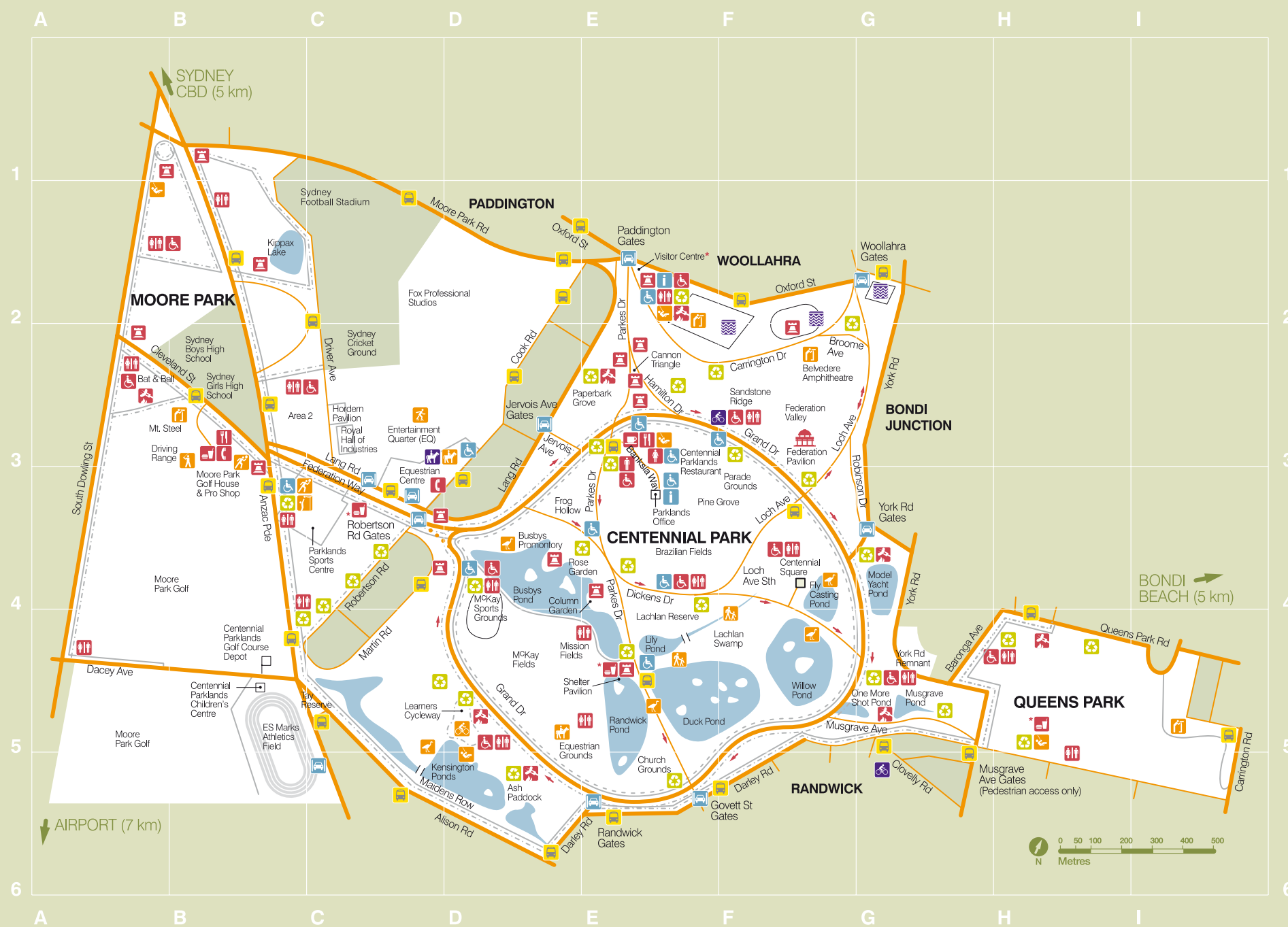
Visit www.centennialparklands.com.au/map for the latest map updates

DISTANCES AROUND GRAND DRIVE, CENTENNIAL PARK

Road 3.8km
Walking path 3.7km
Horse Track 3.6km

	Entry Gate		Playground		Heritage Feature
	Accessible Parking		Tennis		BBQ
	Info		Netball		Public Telephone
	Bus Stop		Horse Riding		Restaurant
	One Way Traffic		Golf		Accessible Toilets
	Cycle/Rollerblade Lane		Walking Path (Self-guided)		Toilets
	Walking Path		Lookout		Food
	Horse Track		Bird Watching		Café
			Rollerblading		Rollerblade Hire
			Cycling		Cycle Hire
					Horse Hire
					Underground Reservoir
					Recycling Bins

EcoStar is an environmentally responsible 100% recycled paper made from 100% post-consumer waste, bleached chlorine free (PCF) and is FSC CoC certified. The mill operates under the ISO 14001 Environmental Management System which guarantees continuous improvement and is PEFC certified for traceability.



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Centennial Parklands is managed by the Centennial Park and Moore Park Trust, a New South Wales Government agency within Communities NSW.

Form of annual report

Size: ISO A4
Number of copies printed: 200
Number of copies on CD: 200
Total production budget: \$27,500

Availability

NSW Government bookshops

www.centennialparklands.com.au

Centennial Parklands Office



**Centennial Park and
Moore Park Trust**
Locked Bag 15
Paddington NSW 2021

Parklands Office
Banksia Way
Centennial Park
Monday to Friday
8.30 am – 5.00 pm

Visitor Information counter
Banksia Way
Centennial Park
Monday to Friday
9.00 am – 4.00 pm
Weekends
10.00 am – 3.00 pm

W: www.centennialparklands.com.au
E: info@centennialparklands.com.au
P: 61 2 9339 6699
F: 61 2 9332 2148

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

