



## Acknowledgments

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





**The Hon. Sandra Nori MP**  
*Minister for Tourism and Sport and Recreation,  
And Minister for Women.*

Level 34  
Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000

Dear Minister

In accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance Audit Act 1983* and the Regulations under those Acts, we have pleasure in submitting the 2003-2004 Annual Report of the Centennial Park and Moore Park Trust.

Yours sincerely

**John Niland AC**  
Chairman

**John Walker**  
Trustee

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Financial Statements are supplied separately to this report.

## Scope of report

The Centennial Park and Moore Park Trust (Trust) has consistently demonstrated a commitment to the long-term environmental, social and economic sustainability of Centennial Parklands. This year, in order to reflect this commitment, the Trust's Annual Report adopts a framework which highlights the Trust's performance beyond the traditional financial domain.

This report provides a baseline against which the Trust will measure its future environmental, social and economic performance. This approach will demonstrate the Trust's commitment to addressing the needs and concerns of key stakeholders including government, employees and the community. This approach will also provide the means to monitor performance against other parks and gardens agencies.

The Trust will be taking an incremental approach to the implementation of this reporting framework hoping to include further environmental, social and economic indicators as provided by the Global Reporting Initiative (GRI) in next year's report. The GRI has been endorsed by the Federal Government and is now being implemented by many Australian organisations.

The 2003–2004 reporting framework has been structured as follows:

- ✦ In order to maintain a level of consistency with the 2002–2003 Annual Report, a milestones table (p.10) has been included which represents the key performance for 2003–2004 against the strategies of the Plan of Management. It also provides the future focus for the organisation under the key result areas.
- ✦ This year we have introduced a benchmarking table (p.12) which provides a snapshot of the Trust's performance towards environmental, social and economic sustainability.
- ✦ Detailed reporting on performance against the challenges identified in the 2003–2004 Business Plan is provided under the three sustainability sections: Environmental, Social and Economic.

# Chairman's Report

The year has been one of great achievement for the Trust, directed to our core objective of ensuring Centennial Parklands' facilities and services meet the changing needs of our many interest and user groups.



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Progress continued into the second of the seven year Park Improvement Plan, which will see over \$50 million invested in environmental sustainability, transport and access infrastructure, heritage conservation and leisure facilities. Many individual projects continue to be completed on time and within budget.

The Conservation Management Plan, which provides policies to guide the overall conservation and management of Centennial Parklands' diverse heritage, was endorsed by the NSW Heritage Council and is now well integrated into all new works undertaken by the Trust.

While the Park Improvement Plan provides funding for many environmental projects, the Trust relies heavily on volunteers to ensure vital non-funded projects are carried out. This year, a dedicated team of volunteers contributed many hundreds of work hours to bush regeneration projects and visitor information services.

The Sydney Urban Parks Education and Research (SUPER) Group, chaired by Centennial Parklands, successfully launched *Healthy Parks Healthy People* in Centennial Park in October 2003. This new initiative aims to encourage increased visitation and use of parks and gardens by highlighting their health benefits.

This year Trust representatives were instrumental in the development and launch of Parks Forum, the new international peak body for urban parks. Centennial Parklands' involvement in Parks Forum will provide a valuable forum to share information, experience and expertise with some of the leading parks and gardens agencies in Australia, New Zealand and the USA.

In November 2003, the Trust farewelled Peter Duncan, who as Director since 1999 oversaw the planning, development, and successful implementation of many key programs and events. These include the Park Improvement Program, our Corporate Business Strategy, Olympic Games events and the Centenary of Federation.

On behalf of the Trust I thank Peter most warmly for his unfailing enthusiasm, his vision and his achievements.

I also most sincerely thank Marlene Krasovitsky, for her commitment and leadership as Acting Director of Centennial Parklands during 2003–2004. I am delighted to welcome the new Director and Chief Executive, Steve Corbett whose experience will hold him in good stead to meet the challenges of managing Centennial Parklands.

On behalf of the Trust, I congratulate the Executive team and staff, *Friends of Centennial Parklands*, volunteers, Community Consultative Committee and Trustees for the many outstanding results delivered this year. We have a fine community asset and it has been in the best of hands.

The year ahead will be challenging for Centennial Parklands with the delivery of the new Plan of Management, to provide the framework for decision-making for the next five years. The launch of fundraising activities for Centennial Parklands Foundation will provide valuable resources to support specific environmental projects; and ongoing delivery of projects under the Park Improvement Plan will ensure Centennial Parklands remains a vital and sustainable resource for future generations.

John Niland AC  
Chairman

# Director's Report

In a year which saw great change for the Trust, including the transfer of reporting to the Department of Tourism, Sport and Recreation and a change in Directorship, sound management and common goals ensured another productive and successful reporting period.



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The dedicated and professional Executive team and staff, who, under the guidance of Acting Director Marlene Krasovitsky, continued to deliver significant results.

The Park Improvement Plan continued with the completion of major environmental restoration work to Busby's and Randwick Ponds and the Eastern Suburbs Banksia Scrub site at York Road, improved access and safety in Moore Park East and major upgrading to the Equestrian Grounds in Centennial Park.

An important initiative during the reporting year was the implementation of a Visitor Safety and Compliance Program, which will ensure the safety and wellbeing of all visitors.

The finalisation of the Sports Strategy will see a coordinated approach to managing Centennial Parklands' sports and recreation facilities with a focus on supporting organised activities while also minimising the impact on resources and other park visitors.

Our public education and interpretation program continued to expand offering more cultural and recreational activities to complement the existing historical, social and environmental program. Participation increased by 46% over the year with the diverse range of activities catering for educational institutions as well as for adults, children, family groups and the tourist market.

Drought like conditions continued to threaten the sustainable use and management of Centennial Parklands, however, the implementation of the drought response plan significantly reduced the impact ensuring safe, attractive and high quality facilities were maintained.

Improvements in energy and waste management principles resulted in a 19% decrease in fuel consumption and a 0.6% decrease in non-recyclable waste.

Weed management continued to deliver reductions in noxious weed density and distribution, and modified vegetation on pond islands proved successful in controlling ibis population increases.

A solid financial result was achieved during 2003–2004, with a surplus from ordinary activities of \$3.09 million. This compares favourably with the previous year's result of \$0.62 million.

Since joining the Trust I have been impressed by the enormous range of complex issues facing the organisation. The changing demographics of neighbouring boundaries will continue to present challenges as we balance the needs of active and passive visitors as well as local residents and cultural event hirers, while continuing to maintain the integrity of Centennial Parklands for future generations.

While Centennial Parklands is already recognised internationally, we need to enforce our position as an important cultural tourism destination.

Continuing to identify and develop new business opportunities will be essential to long term financial sustainability and to ensure the Trust is able to continue to invest in its social and environmental programs.

As a new year brings new challenges, I am looking forward to working closely with the Trustees, staff, volunteers and the community to continue to deliver one of Australia's most vibrant and important cultural landscapes.

Steve Corbett  
Director and Chief Executive

# Centennial Parklands Profile

## Background

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



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

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

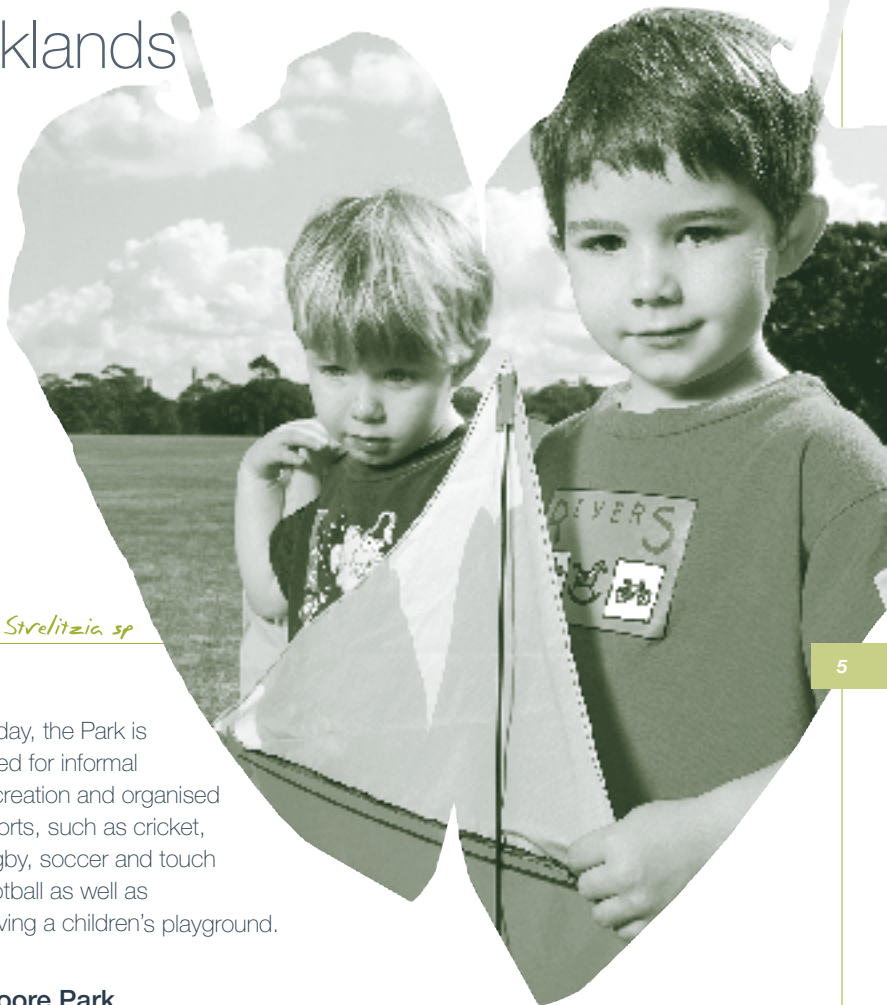
In addition to its historical and environmental significance, Centennial Parklands is one of the city’s great assets. It has an estimated annual direct economic benefit to the people of New South Wales exceeding \$100 million, with a total asset base of more than \$610 million.

It contributes more than \$12 million a year to the State from tourism and during 2003–2004 attracted over five million visits to the Parklands. Centennial Parklands precinct (including the adjacent Moore Park venues) attracted more than 13 million visits in total.

# About Centennial Parklands

Since 1991, the Centennial Park and Moore Park Trust has been responsible for the co-ordinated management of its three distinct heritage-listed parks and leisure facilities.

*Strelitzia, sp*



## Centennial Park

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

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

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

## Queens Park

Queens Park is a 26-hectare park set in a natural amphitheatre at the foot of dramatic sandstone cliffs with panoramic views of the Sydney region. It was originally established to commemorate the centenary of European settlement in 1888. From 1895 to 1899 it included an 11-hole golf course established by the Australian Golf Club.

## Moore Park

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

## Moore Park Precinct

The 115 hectares that make up Moore Park offer a range of leisure choices. In addition to its generous open spaces and playing fields, the park includes the ES Marks Athletics Field, the 18-hole Group One Moore Park Public Golf Course and Driving Range, tennis and netball courts. It is also used as a venue for circuses and other outdoor events and an access point to precinct venues.

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

- Fox Studios, Australia’s film studio and family entertainment complex (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)
- Adjoining Aussie Stadium and historic Sydney Cricket Ground.



# Organisational Direction

## Our vision

Centennial Parklands is living Sydney.

## Our mission

To manage Australia's premier integrated leisure environment as a place of beauty, peace, excitement, history and culture while achieving effective environmental, social and economic sustainability.

## Our objectives

- Position Centennial Parklands as the leader in integrating a diverse range of leisure experiences.
- Achieve environmental, social and economic sustainability.
- Achieve operational self-sufficiency by 2007, given base level of recurrent funding from Government.

## Our values

The following values guide our behaviour in achieving our vision:

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

# Structure and 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.



Trustees during 2003–2004 were (L to R)

Margaret Varady, John Walker, David Leckie, Yvette Pietsch (CCC representative), Sarah Whyte, Prof. John Niland AC (Chairman), Michael Marx AM (not pictured), Annabelle Bennett (not pictured).

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

### Responsibilities

The Trust lies within the portfolio of the Minister for Tourism and Sport and Recreation. The Trustees are responsible for overseeing the management and policy direction of the organisation. During 2003–2004 the Trust convened for 12 meetings.

### Management

The Trust's Director and Chief Executive, Steve Corbett, is responsible for the administration and management of Trust lands. He reports to the Trust on the management of Centennial Parklands and to the Director-General of the Department of Tourism, Sport and Recreation on administrative matters.

Steve Corbett was appointed to the position of Director and Chief Executive in July 2004. For the period July 2003 to June 2004, Marlene Krasovitsky was Acting Director of Centennial Parklands.

# Meetings of the Trustees

A total of 12 Trust Meetings, two of which were Special Meetings, were held during 2003–2004.

### Attendance at meetings of the Trustees

Trustee	Number of meetings attended	
Professor John Niland AC	10	(including 2 Special Meetings)
Jill Anderson (term expired Dec 2003)	4	of 6
Annabelle Bennett	12	(including 2 Special Meetings)
David Leckie	7	(including 2 Special Meetings)
Michael Marx AM	9	(including 2 Special Meetings)
Yvette Pietsch (term commenced Feb 2004)	5	of 5
Margaret Varady	11	(including 2 Special Meetings)
John Walker	8	(including 2 Special Meetings)
Sarah Whyte	7	(including 2 Special Meetings)

### The work of the Trust

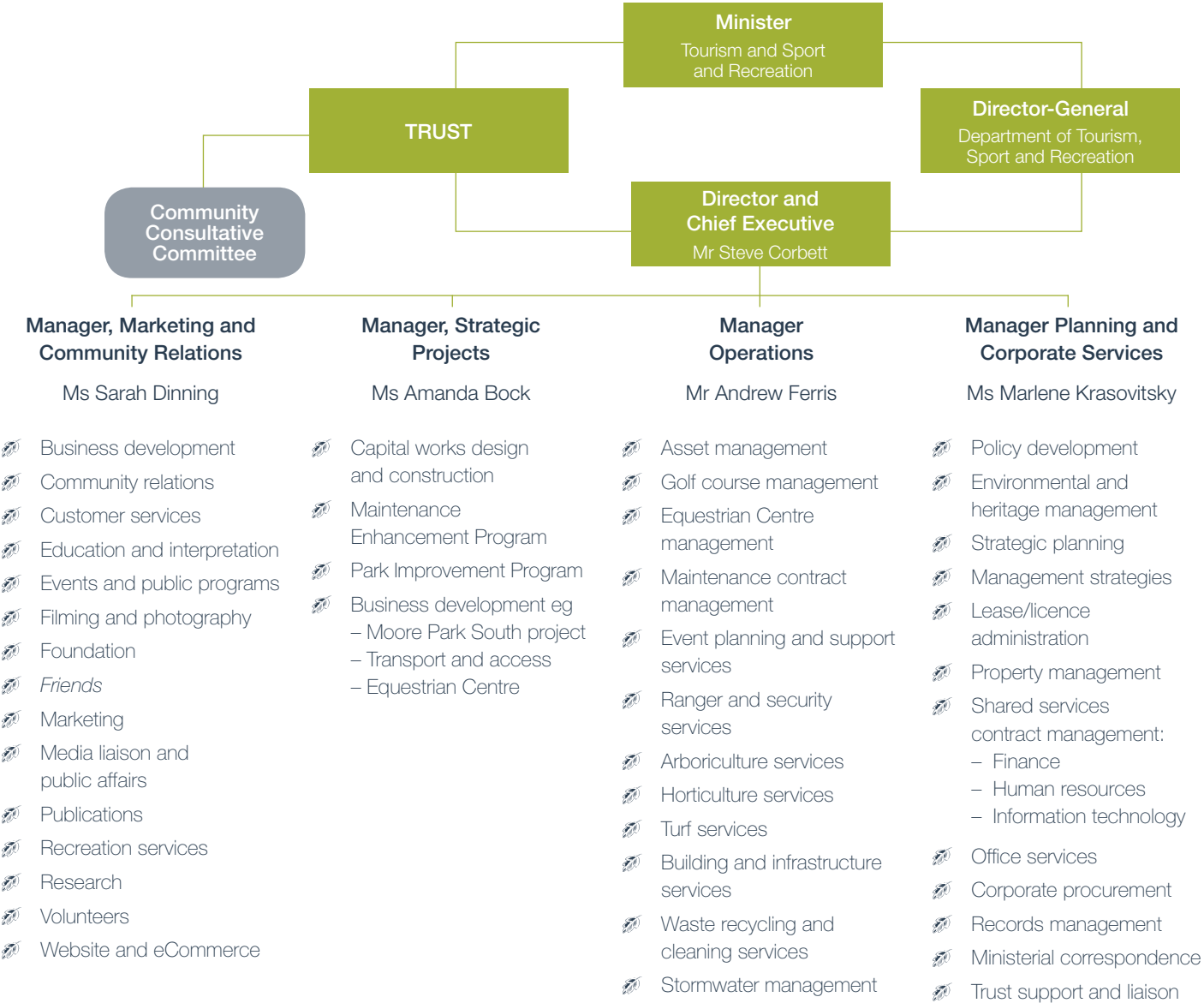
As guardian and custodian of Centennial Parklands, the Trust is committed to achieving results in the following key areas:

- Integrity of Centennial Parklands
- Co-operative positioning
- Living heitage
- Right of access
- Cultural expression
- Business viability

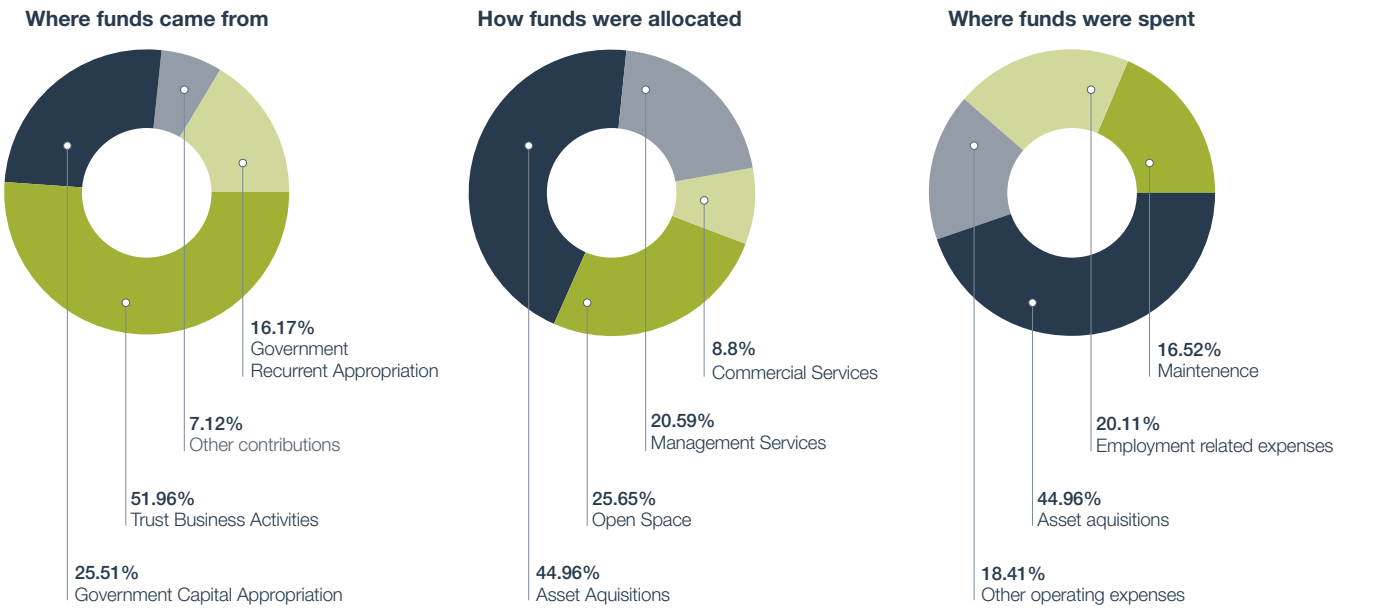
The 1998 Plan of Management provides a framework for long-term decision-making. The plan establishes the vision, mission and guiding principles for the Parklands and sets high level objectives and key result areas.

The Corporate Business Strategy 2002–2007 guides the day-to-day decisions on resource management, maintenance, public access and use of the Parklands. It also provides a market driven focus for development of strategies and actions.

# Operational Structure



# Financial Summary





# Year's Milestones

## Performance against Plan of Management

## STRATEGIES

PROTECT THE INTEGRITY OF CENTENNIAL PARKLANDS	ENSURE CO-OPERATIVE POSITIONING	CONSERVE LIVING HERITAGE	ENSURE RIGHT OF ACCESS	PROMOTE CULTURAL EXPRESSION	ENSURE BUSINESS VIABILITY
<ol style="list-style-type: none"> <li>1. Manage Centennial Parklands as a whole for planning purposes.</li> <li>2. Uphold the concept of open space as a public good.</li> <li>3. Promote the high value of urban open space among Centennial Parklands' stakeholders.</li> <li>4. Actively advocate alternatives to proposals for further losses of Centennial Parklands' open space.</li> </ol>	<ol style="list-style-type: none"> <li>1. Achieve flexible arrangements consistent with a whole-of-Centennial Parklands planning concept for the future use of major sporting facilities both within and external to Centennial Parklands boundaries.</li> <li>2. Improve traffic flow, parking and public transport access to Centennial Parklands.</li> <li>3. Link Centennial Parklands with nearby sites and precincts.</li> <li>4. Provide opportunities for community involvement in decision making.</li> <li>5. Seek co-operation of key stakeholders, including Tourism NSW, Heritage Council, Planning NSW, other government and semi-government authorities, local councils, visitors, users and interest groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conserve and enhance the significant natural and cultural heritage of Centennial Parklands, optimising opportunities for ecological sustainability.</li> <li>2. Improve the quality of water in Centennial Parklands' pond system.</li> <li>3. Regulate uses of Centennial Parklands which cause significant environmental heritage or site damage.</li> <li>4. Provide opportunities for communities in decision making.</li> <li>5. Seek co-operation of key stakeholders – including other government and semi-government authorities, local councils, visitors, users and interest groups – to position Centennial Parklands.</li> </ol>	<ol style="list-style-type: none"> <li>1. Manage demand and reduce conflicts.</li> <li>2. Increase visitor safety and visitors' perceptions of safety.</li> <li>3. Remove exclusive use arrangements and introduce multi use of and equitable access to open space facilities.</li> <li>4. Enhance links and access points between parts of Centennial Parklands.</li> <li>5. Foster equity of access through information provision and consultation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote cultural uses of Centennial Parklands consistent with its natural values past, present and future.</li> <li>2. Promote a broad spectrum of cultural activities in Centennial Parklands consistent with the whole-of-Centennial Parklands strategy, including active sports, social pursuits and arts-based activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor the organisational performance of the Trust in key areas and report on achievements.</li> <li>2. Attract, develop, equip and retain a skilled workforce with the capacity to support Trust objectives.</li> <li>3. Continuously improve management, administrative and information systems within the Trust.</li> <li>4. Optimise Centennial Parklands' business ventures.</li> <li>5. Establish and maintain a governance structure which enables the Trust to fulfil its charter.</li> </ol>

## KEY OUTCOMES

<p>Obtained NSW Heritage Council endorsement for the Conservation Management Plan (CMP) in October 2003.</p> <p>Implemented stages of the Transport Access and Parking Plan and the Moore Park South Master Plan as appropriate.</p> <p>Launched the <i>Healthy Parks Healthy People</i> (HPHP) program in October 2003 (p.28).</p> <p>Continued to implement the Vegetation Management Plan for the Eastern Suburbs Banksia Scrub (ESBS) site at York Road, achieving significant results (p.20).</p> <p>Prepared Vegetation Management Plan for the remaining ESBS sites within Centennial Parklands.</p>	<p>The Sports Strategy was endorsed in April 2004. Commenced implementation of action plan (p.33).</p> <p>Continued working with precinct partners and tourism bodies to promote Centennial Parklands as a premier destination for visitors.</p> <p>Completed a Risk Management Plan for the Centennial Parklands Equestrian Centre based on the Industry Code of Practice 'Horsesafe' (p.41).</p> <p>Continued collaboration with precinct partners and government agencies for the coordination of resources for 117 Moore Park Precinct events.</p> <p>Convened Parks Forum's 2004 conference 'Parks in Society' in collaboration with other members of the Forum.</p> <p>Continued to Chair the Sydney Urban Parks Education and Research (SUPER) Group and coordinated the Group's Business Breakfast.</p> <p>Coordinated agencies and developed an Operational Plan for the Moore Park Precinct for the Rugby World Cup 2003.</p>	<p>Continued the Park Improvement Plan and maintenance enhancement program in accordance with the Plan of Management (p.16, 33).</p> <p>Completed restoration works on Busby's and Randwick Ponds (p.17).</p> <p>Continued cooperation with Parklands' visitors to implement and manage dog guidelines.</p> <p>Completed annual tree evaluation and continued development and utilisation of 'Streets Ahead' as the Tree Asset Management System (p.18).</p> <p>Continued to manage pest fauna and flora species (p.19).</p> <p>Implemented Parklands Drought Strategy to minimise adverse impact on landscape (p.18).</p> <p>Completed Stage 2 of the Stone Conservation Program (p.34).</p> <p>Delivered routine and periodic maintenance programs on the Parklands natural and built assets.</p>	<p>Developed an access strategy that links into the Amenities and Signage Master Plans (p.31).</p> <p>Prototype signage was trialled in Queens Park, Moore Park and Centennial Park.</p> <p>Commenced upgrade of existing playground facilities near Paddington Gates.</p> <p>Extended incident reporting system to further improve safety and monitor risk.</p> <p>Exhibited Draft Queens Park Master Plan that will strengthen links with Centennial Park (p.34).</p> <p>Commenced speed education campaign as part of the Visitor Safety and Compliance Program (p.36).</p>	<p>Further developed the Indigenous education and interpretation program in consultation with Indigenous communities.</p> <p>Event Master Plan 2003–2005 was developed and endorsed by the Trust in March 2004 (p.30).</p> <p>Curated 'The Spaces Between' exhibition. A joint initiative with other park agencies (p.29).</p> <p>Continued to expand the education and interpretation program to include more cultural and recreational activities (p.30).</p>	<p>Rolled out performance planning and development system which links individual performance to organisational objectives.</p> <p>Developed the asset management system in conjunction with the Royal Botanic Gardens Sydney (p.41).</p> <p>Finalised and implemented the operational plan for the Foundation (p.42).</p> <p>Continued to roll out three-year audit plan.</p> <p>Completed review and retender of waste recycling and cleaning contract.</p> <p>Commenced review of Ranger and Security Services and Security Management manual.</p> <p>Commenced review of Centennial Park and Moore Park Trust Act and Regulations.</p>
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## FUTURE FOCUS

<p>Prepare new Plan of Management.</p> <p>Launch Vegetation Management Plan for ESBS at Open Day, October 2004 and commence implementation.</p> <p>Seek listing of Centennial Parklands on the new National Heritage List.</p> <p>Continue to implement HPHP program initiatives including research and events.</p> <p>Prepare Master Plan for Moore Park (East-West).</p> <p>Commence planning for restoration of Kensington Ponds.</p>	<p>Commission and commence the 2005 Visitor Study.</p> <p>Coordinate the SUPER Group's 2004–2005 research program including the tri-annual 'Sydneyiders' use of parks and gardens' study.</p> <p>Implement Action Plans from the Sports Strategy.</p> <p>Explore cooperative recreation strategies with partners under new Department of Tourism, Sport and Recreation and surrounding councils.</p>	<p>Commence the five-year tree asset evaluation program.</p> <p>Explore opportunities for adaptive re-use of the Toll House (Moore Park).</p> <p>Continue noxious and environmental weed management including preventative planting in treated areas.</p> <p>Continue pest management programs and develop regional partnerships and research.</p> <p>Continue implementation of the Park Improvement Plan.</p> <p>Continue major stone conservation program.</p>	<p>Install permanent gate signage at Queens Park, Moore Park and Centennial Park.</p> <p>Install full signage 'overlay' in Centennial Park from Paddington Gates to Grand Drive.</p> <p>Develop detailed plans for the Queens Park Master Plan in consideration of community feedback. Commence implementation.</p> <p>Implement outcomes of the Grand Drive design trial.</p> <p>Implement Equitable Access Plan initiatives.</p> <p>Prepare an integrated Moore Park Precinct Events Operations Plan.</p>	<p>Complete planning and design of the new Guriwal bushstucker trail and interpretive walk.</p> <p>Undertake an Expression of Interest process for the staging of large events.</p> <p>Explore opportunities to host new exhibitions at the Superintendent's Residence.</p> <p>Further develop education programs to expand reach.</p>	<p>Launch Foundation fundraising activities in October 2004.</p> <p>Complete refurbishment of and explore business opportunity at Moore Park Rotunda.</p> <p>Continue development and utilisation of the asset management system and framework for TAM compliance.</p> <p>Develop and implement plans to address outcomes from the staff satisfaction survey.</p> <p>Complete review of Centennial Park and Moore Park Trust Act and Regulations.</p> <p>Establish new Ranger Security Services contract.</p>
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# Assessing our performance

## Year at a glance

The following indicators provide a snapshot of the Trust's progress towards sustainability over the year. In many instances this is the first year the Trust has measured certain information so there is no comparison with the previous year. In the case of customer satisfaction, the tri-annual visitor survey was last conducted in 2002, therefore comparative data will not be available until the 2005–2006 Annual Report.



Quercus canariensis

### Environmental

Items		2002/2003	2003/2004	%change
Participants in environmental education programs		6,972	11,815	+70%
Trees planted/removed	Ratio	1:7	1:13	-46%
Pest species reduction ( <i>observed numbers of pest population</i> )				
– Ibis ( <i>including chicks and eggs</i> )		1,400	1,387	-0.9%
– Rabbits ( <i>fumigated warrens</i> )		158	541	+66%
– Pigeons ( <i>deceased</i> )		29	4	-86%
– Foxes		na	12	
Number of noxious weeds (species)		5	1	-80%
Water usage (target 10% reduction)				
– town water ( <i>mains</i> )	MLtrs		26	
– pond water	KLtrs		97	
– bore water	MLtrs		327	
Energy usage (target 10% reduction)				
– electricity	'000 Kwh	1,009	1,057	+4.7%
– fuel	'000 Ltrs	45.3	36.7	-19%
Waste breakdown				
– non-recyclable	'000 Kgs	213.6	212.2	-0.6%
– recyclable	'000 Kgs	39.3	37.3	-4.9%
– green waste	'000 Kgs	na	324.1	
Maintenance enhancement program completed	%	100	100	
Park Improvement Plan delivered (cumulative)	%	9.2	23.1	+13.9%

### Social

Items		2002/2003	2003/2004	%change
Customer satisfaction (tri-annual visitor study conducted in 2002 new figures available in 2005/2006 reporting year)				
– Open spaces/grassed areas *	%	96		
– Bush area *	%	77		
– Ponds *	%	75		
– Formal gardens *	%	75		
– Sporting fields *	%	87		
– Golf Course *	%	96		
– Equestrian Centre *	%	89		
– Management of the environment *	%	86		
– Management of safety and security *	%	68		
* (rated good/excellent)				
Visitation (visits per annum)	'000	5,120	5,223	+2%
Value of media coverage	\$'000	2,348	3,502	+ 49%
Number of complaints		168	263	+56%
Number of Friends of Centennial Parklands		260	258	-0.7%
Staff satisfaction index (every 2 years – 2004)	%	–	74.2	
Staff turnover	%	20.5	12.7	-38%
Number of loss time injuries	Fulldays	4	10	+150%
Number of participants at events (Parklands as venue manager)	'000	–	Est. 141	
Number of public consultation opportunities (dependent on number of projects)		6	7	+16.6%
Number of public incidents as % of visitation	%	0.014	0.015	+0.001%
% of new capital works in accordance with access strategy	%	100	100	

### Economic

Items		2002/2003	2003/2004	%change
Open space cost per visit	\$	1.48	1.45	-2%
Maintenance costs as a % of asset value	%	0.62	0.64	+0.02%
Total asset value	\$M	605.6	610.7	+0.8%
Net cost to Government per visit	\$	0.83	0.80	-3.6%
% of costs self-funded	%	69.5	71.8	+2.3%
Revenue growth	%	5.1	2.0	-3.1%

# Environmental Performance

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## Environmental performance At a glance

Challenge	Remark
Commence review and planning for the Plan of Management.	Deferred.
Seek endorsement by NSW Heritage Council for the Conservation Management Plan.	Completed.
Work towards a single environmental planning instrument for all Trust lands, including consideration of impacts on the Parklands.	Commenced.
Establish permanent licence for the Eastern Distributor	Commenced.
Prepare Vegetation Management Plan for all remaining ESBS remnants, including bird sanctuary.	Draft completed.
Continue PIP and maintenance enhancement program in accordance with the Plan of Management.	Ongoing. Targets reached.
Investigate options for the establishment of formal gardens in Frog Hollow and Rose Garden.	Commenced.
Conduct five-year tree asset valuation.	Deferred. Annual valuation completed.
Continue the control of noxious weeds and pests.	Ongoing. Targets reached.
Continue Tree Replacement Program.	Ongoing.
Finalise and award a new contract for waste and recycling management.	Completed.
Finalise and award a new contract for cleaning services.	Completed.
Complete the restoration works on Busby's and Randwick ponds.	Completed.
Continue aquatic planting program and maintenance to all ponds.	Ongoing. Targets reached.
Complete Kensington Culvert repairs.	Completed.
Continue to monitor dog policy and regulations.	Ongoing.

15



# Centennial Parklands

Centennial Parklands is one of the most popular public open spaces in Sydney, with over five million visits each year. It is becoming even more popular as we experience a substantial increase in the surrounding population. Significant residential development in the local area and increasing demand on open space across the city of Sydney and beyond will ensure an increase in visitation for sporting, recreational and social activities.

The Trust continues to balance the demands that growth produces while maintaining the character of the Parklands. The natural, Indigenous and cultural heritage of Centennial Parklands is being conserved and enhanced through the Park Improvement Plan and Conservation Management Plan.

### Park Improvement Plan

The \$53 million Park Improvement Plan continued in 2003–2004 with outstanding results. The Plan was prepared in accordance with NSW Government guidelines for total asset management, capital investment strategic planning and corporate strategic planning. It realises outcomes from a number of management plans including the Conservation Management Plan, Moore Park South Master Plan, Sports Strategy and Transport Access and Parking Plan. The Plan is designed to conserve the park environment and heritage, improve transport, access and leisure facilities, improve utilities and services, and upgrade visitor information services.

Already many improvements across the Parklands are noticeable and in 2003–2004 major environmental achievements included the completion of restoration work to both Busby's and Randwick Ponds, stages one and two of the rehabilitation of the Eastern Suburbs Banksia Scrub site at York Road, landscape restoration of the Bird Sanctuary, and maintenance of the horse trails, roads, paths and general landscape. Other key projects are reported under Social Performance.



### Conservation Management Plan

The Conservation Management Plan (CMP), which provides policies to guide the overall conservation and management of Centennial Parklands' diverse heritage, was endorsed by the NSW Heritage Council in October 2003. The CMP policies include the development of management plans for flora and fauna; adequate environmental planning instruments to ensure protection of the environment and visual curtilage of Centennial Parklands; the strengthening of planning controls to ensure protection of Centennial Parklands' environment and setting; and the need to undertake further research and monitoring in certain areas, such as environmental processes and pre-colonial archaeology.

Impact Assessment Procedures based on the policies of the CMP are now integrated into all new works undertaken by the Trust and in 2003–2004 this included the Park Improvement Plan projects, maintenance enhancement projects and Vegetation Management Plans.

### Environmental impact planning

The Trust has developed a draft environmental planning instrument for Centennial Parklands for greater heritage protection and consistency of planning controls across the Parklands. The plan will form the basis for discussion with local authorities and the Department of Infrastructure, Planning and Natural Resources on various urban development and planning issues. In the coming year, the Trust will seek listing on the new National Heritage List and involvement in the review of the South Sydney Local Environment Plan, under the new City of Sydney Council.

## CASE STUDY Centennial Park ponds receive a facelift



Far Left: Busby's Pond prior to restoration.

Left: After restoration with improved edges that assist bank stabilisation.

The Trust recently completed restoration works to two of Centennial Park's largest ponds – Busby's and Randwick. The works aimed to minimise the impact of stormwater pollution, upgrade the visual amenity of the ponds and improve water quality.

Centennial Park's ponds form the upper catchment of the Botany Wetlands, which lie six kilometres downstream and are the largest freshwater wetland system in inner-metropolitan Sydney. Our ponds, covering an area of approximately 26 ha, provide important habitat for water birds and aquatic life and are a significant feature of the formal design of Centennial Park. The ponds also play an important role in flood mitigation, acting as a detention basin. All ten interconnected ponds in Centennial Parklands are fed by stormwater runoff from the surrounding catchment area.

Randwick Pond has a large area of reeds and lily pads that attract Purple Swampheens and Dusky Moorheens. Swans and cygnets are a common sight on this pond, especially in spring.

Busby's Pond is the largest and one of the most beautiful in the Parklands. Many waterfowl live and nest on the pond's islands and large numbers of Little Pied Cormorants can be seen nesting on the northern most island in the early evenings. Paperbarks cover the other small island and provide excellent breeding and nesting habitat for Coots, Dusky Moorheens and Purple Swampheens.

Prior to the works, Randwick and Busby's ponds had the poorest water quality. The total phosphorous and nitrogen were often well above ANZECC guidelines with blue green algae occurring in both ponds. The brief was to address the water quality issues as well as enhance the visual amenity of the Parklands with an approach sensitive to its State heritage listing.

The design introduced plantings and improvement works around the ponds' edges to assist with bank stabilisation. Islands and underwater berms were included to ensure that water movement around the pond was maximised preventing areas from becoming stagnant. An adjustable weir was installed to allow better control of water levels within and between the ponds in the system. The design will improve water quality in the long term by reducing nutrient concentrations.

Removal of some plant habitat was incorporated to restrict nesting sites of pest fauna species such as ibis. New plantings were included to help with reintroduction of appropriate fauna to the site. Small sand beaches also provide nesting habitat for turtles.

The design retains the natural and cultural significance of the site through appropriate plantings and edge treatments and controls visitor impacts through the use of sandstone walls and sand beaches. The improved visual amenity has been significant through the re-shaped and stabilised banks and improved plantings.

Construction works took 10 months with a total project cost of around \$3m. The construction works included periodic 'electro fishing' to remove carp and required 8,500 plants; 5,700 cubic metres of crushed sandstone; 6,500 tonnes of material to form the bridging layer (base); and 50,000sqm of turf.





Drought response

Sydney's severe drought conditions led Sydney Water to introduce mandatory water restrictions in October 2003. Fortunately, as Centennial Parklands' irrigation installation program has reduced the reliance and cost of potable (town) water supply for irrigation, the mandatory water restrictions have not impacted the Trust's ability to irrigate priority turf and horticultural areas.

However, the drought does have a significant impact on the sustainable use and management of Centennial Parklands in many ways including:

- reduced water levels in the pond system results in poor visual appeal and higher risk of blue green algae,
- changes in fauna habitat,
- increased populations of pest fauna species, ie rabbits, foxes and ibis,
- reduced quality and increased safety risk exposure on turf-based sports fields,
- increasing areas of erosion and degradation of turf in high and medium use areas,
- mature and over mature tree population exhibiting signs of water stress and increasing unpredictable incidences of limbs dropping, threatening visitor safety,
- increased incidence of fire risk either deliberately or inadvertently lit within Centennial Parklands,
- escalating cost of horse feed for Equestrian Centre businesses.

Agathis robusta

In order to address this impact and ensure Centennial Parklands remains attractive, safe and of a high quality, a drought response plan was developed. Key initiatives implemented during 2003–2004 include: reduction in the frequency and duration of irrigation in Centennial Park and Queens Park to conserve water in Kensington Ponds; reduced turf mowing frequencies; restricted off road access for staff and contractors' service vehicles; increased use of bore watering of young trees; mulching young trees and horticultural areas; suspension of all tree planting and annual planting; increased frequency of tree hazard inspections for high risk trees; restricted filming and photography permits involving vehicles on grass areas; and the installation of a bore at Kensington Ponds.

Tree management

Work continued on the development and use of the tree asset management system 'Streets Ahead', which records the details of over 8,500 trees within the Parklands (a further 1,500 trees are still to be recorded). Up to 36 qualitative data sets have been captured for each tree including size, species, maintenance history, and health. Streets Ahead assists arboriculture staff in developing replacement, maintenance and hazard assessment programs.

Unfortunately, the drought and subsequent unavailability of suitable tree stock during 2003–2004 deferred the tree replacement program. While a total of 93 trees were removed due to disease or potential threat to park visitors, only seven Magnolias were planted in March as part of the Grand Drive redesign trial.

Trees have been procured for the 2004–2005 period and the Trust is currently finalising a long-term tree procurement contract that will ensure continued supply of trees in accordance with the tree replacement program and NATSPEC industry standards.

Pest fauna management

The pest fauna management program continued with particular emphasis on rabbit and ibis species. Under various licences and approvals, rabbit proof fencing was installed on the two larger Eastern Suburbs Banksia Scrub sites, rabbit burrows were fumigated, and ibis eggs and nests were removed from pond islands. Modified vegetation and habitat potential on the islands proved very successful in controlling the ibis population increases.

Weed management

The Noxious Weed Program is required by legislation to control the spread of declared noxious weeds in Centennial Parklands. The program continued management of lantana, blackberry weed, castor oil plant, pellitory and, in particular, green cestrum by a range of techniques including mechanical removal, cut and paint, and some minor surface spraying. Due to low water levels water hyacinth in Kensington Ponds has not been sighted for a number of years.

Cestrum weed is widely distributed throughout Queens Park, Carrington Ridge and the South West area of the Parklands and presents the greatest challenge to eradicate. However, regular control will contain and minimise the damage caused by this noxious weed.

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

With the density and distribution of noxious weeds reduced over previous years, the direction will be to focus our attention on weed species, which are not classified as noxious but present themselves as invasive weeds and can detract from the visual appeal of the Parklands. Noxious weed treatment will continue in accordance with legislation, but the future focus will be on environmental weeds. The Trust will be reviewing its weed management strategy and implementing a targeted coordinated approach to environmental weed management.



Waste reduction and purchasing policy

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

The Trust is committed to its WRAPP Plan and implemented the following initiatives during 2003–2004:

- completed a comprehensive review of waste management service contract and best practice methods in conjunction with new resource recovery strategies,
- implemented waste management contract providing a more environmentally sensitive approach to waste management/ resource recovery,
- held industry workshops to seek more sustainable waste management practices,
- 85% of green waste was dedicated to approved green waste facilities or reused within Trust lands,
- the Trust further increased purchases of recycled materials from the 2002–2003 totals,
- 100% of toner cartridges purchased are recycled,
- 95% of paper purchased has recycled content,
- environmentally sustainable development initiatives included in design briefs for new projects,
- incorporation and reuse of crushed sandstone from external infrastructure works projects included in Equestrian grounds and ponds restoration works.



CASE STUDY

# Volunteers help regenerate the Eastern Suburbs Banksia Scrub

The Eastern Suburbs Banksia Scrub (ESBS) remnant at York Road near Centennial Park has flourished under the Centennial Parklands Volunteer Bush Regeneration Project.



The Eastern Suburbs Banksia Scrub is a heath/scrub community that occurs as a number of small isolated remnants along the Sydney coast from La Perouse to Manly. It is an endangered ecological community that has been listed under both the NSW Threatened Species Conservation Act (1995) and the Commonwealth Environment Protection and Biodiversity Conservation Act (1999). Less than three percent of the original extent of this community remains.

The isolated remnant at York Road has been heavily disturbed over the years. From 1930 through to the mid 1960s, the site was almost entirely cleared of vegetation and fly ash was spread on much of the site. Soil dumping had also occurred leading to erosion and exotic pine trees had been planted in an attempt to stabilise the soil.

In late 2003, 60 of the exotic, mature pines were removed along with many other introduced species. With the removal of the ground-covering pine needles and the destruction of much of the native coastal tea tree population during a storm, the area benefited from the newly introduced sunlight. To the delight of the professional bush regenerators on-site, regeneration of a number of native species was apparent within weeks.

When the Trust called for volunteers to work with professional bush regenerators to improve the site, 23 people responded. The Volunteer Bush Regeneration Project provided these volunteers with training and guidance to broaden their bush regeneration skills and included information on the history and significance of the site.

The volunteers attended monthly sessions between March and June 2004. Working alongside professional bush regenerators, the volunteers cleared species, removed debris and identified native plant species. York Road is the first in a series of sites to be regenerated and the skills learned by the volunteers will be used in future projects that will have lasting benefits for the community. Although the process of recovery will be long, the involvement of the volunteers in this project has provided a significant contribution to the continuation of this important regeneration work.

As part of the CMP and Park Improvement Plan, a draft Vegetation Management Plan for the remaining Eastern Suburbs Banksia Scrub remnants, including the bird sanctuary was prepared during 2003–2004.



PERFORMANCE INDICATOR

# Energy Management

The Trust continued its commitment to achieving savings in energy usage and sustained energy management principles. During 2003–2004 fuel consumption decreased by 19% – diesel by 13.8%, unleaded by 8.5%, LPG fuelled vehicles were replaced. Electricity consumption increased by 4.7% due to new assets and an increase in major events within the precinct.

The Trust is currently reviewing opportunities to join the Department of Commerce electricity supply contract that will enable the purchase of 6% renewable electricity, achieving a reduction in greenhouse gas emissions.

End use category	Type of energy	Actual 2001/02	Actual 2002/03	Actual 2003/04
Other facilities	Electricity	753,260 Kwh	724,687 Kwh	772,081 Kwh
Office buildings	Electricity	138,560 Kwh	159,188 Kwh	159,760 Kwh
Roadways	Electricity	124,992 Kwh	124,992 Kwh	124,992 Kwh
Total	Electricity	1,016,812 Kwh	1,008,867 Kwh	1,056,833 Kwh
Cost	Electricity	\$125,305	\$119,122	\$132,464
Transport – other vehicles	Diesel	23,587 Ltrs	23,050 Ltrs	19,867 Ltrs
	Unleaded	17,052 Ltrs	18,465 Ltrs	16,891 Ltrs
	LPG	1,766 Ltrs	3,765 Ltrs	0
Total	Fuel	42,405 Ltrs	45,280 Ltrs	36,758 Ltrs
Cost	Fuel	\$35,079	\$34,764	\$28,638

FUTURE FOCUS

# Environmental Performance

- Complete planned projects under the Park Improvement Plan (including the formal gardens project at Frog Hollow, ESBS rehabilitation and Kensington Ponds restoration).
  - Continue noxious and environmental weed management.
  - Continue pest management program.
- Commence five-year tree asset valuation.
  - Investigate joining the Department of Commerce electricity supply contract to enable purchase of 6% renewable energy.
  - Seek listing of Centennial Parklands on the new National Heritage List.
- Prepare and exhibit the new Plan of Management.
  - Prepare Master Plan for Moore Park (East-West).
  - Continue to implement routine and periodic maintenance programs to Centennial Parklands' natural and built assets.

# Social Performance

## Social Performance At a glance

Challenges	Remark
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Use appropriate research to support advocacy of the value of urban open space to all levels of government, community and shareholders.	Ongoing.
Launch <i>Healthy Parks Healthy People</i> program.	Completed.
Complete Amenities Plan.	Completed.
Complete safety improvements to bus roadway.	Completed.
Implement Visitor Safety and Compliance Program including a review of Ranger Security Services, regulation education and enforcement.	Ongoing. Targets reached.
Involve community groups in development of codes and policies.	Ongoing. Targets reached.
Upgrade works to Moore Park East at Driver Avenue and bus station.	Completed.
Commence implementation of Indigenous program.	Commenced.
Expand Volunteers Program to include vegetation rehabilitation.	Ongoing. Targets reached.
Position Centennial Parklands as a major stakeholder in regional decision-making.	Ongoing.
Develop cycling code of conduct.	Ongoing.
Finalise responsibilities for the 2003 Rugby World Cup.	Completed.
Finalisation and implementation of sports strategy.	Ongoing. Targets reached.
Conduct business workshops on the horse industry code of practice.	Completed.
Improve Centennial Parklands' incident reporting system and risk management strategies.	Ongoing. Targets reached.
Commence the construction of a new children's playground near Paddington Gates.	Commenced.
Exhibit Queens Park Master Plan and commence implementation.	Completed. Targets reached.
Develop a Signage Master Plan.	Completed.
Develop an access audit implementation strategy.	Completed.
Complete planting of the Guriwal bushtucker trail and research development of an Interpretive Plan.	Commenced.
Host 18 events, including the Livid Arts Festival, the inaugural Sydney Morning Herald Good Food Month Spring Picnic, the Good Vibrations world music festival, the JP Morgan Chase Challenge, the Sydney Marathon, Walk to Cure Diabetes and outdoor cinema and circus season.	Completed. Targets reached.
Develop the Event Master Plan 2003–2005 to streamline the management of events, reduce the impact on Centennial Parklands, improve revenue and increase the profile of the Parklands.	Completed. Targets reached.
Continue to offer programs of historical, social and cultural interest and where possible explore opportunities to extend these programs.	Ongoing.
Expand the education program to include more cultural and recreational activities, as well as the environmental activities.	Ongoing.
Continuously improve the performance and development system for all staff by incorporating feedback.	Ongoing. Targets reached.



# Our People

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

All staff were trained in the Performance Planning and Development (PPD) system and subsequently developed workplans to ultimately achieve organisational objectives as set out in the annual business plan. From this process the Trust's Learning and Development Plan was developed for the year. In early 2004, the Trust conducted a staff satisfaction survey, designed to measure the organisation culture and climate. Although performance was generally rated well, common issues emerged regarding communication and resourcing. Plans are now being developed to address these issues.

Quercus robur



## Equal employment opportunity

The Trust actively supports EEO principles and during 2003–2004, the following outcomes were achieved:

- An employee survey was conducted to provide data on discrimination, grievances and harassment in the workplace to ascertain staff awareness and perceptions. Presentations were then made to the executive and staff on the survey results and to facilitate action planning sessions involving the staff to address the key survey results.
- Grievance and Dispute Resolution Policy and Procedures were reviewed and updated to assist in creating and maintaining a harmonious, productive, non-discriminatory and harassment-free work environment. Training was then provided to all managers and staff on the new policy and procedures to encourage staff to come forward with their grievances in the knowledge that prompt and effective action will be taken.
- A new Guide to Interviewing and Selection was developed for managers and staff who participate as selection panel members to ensure they have a good knowledge and understanding of selection procedures and how these are guided by equal opportunity in employment principles. Selection techniques training was also offered to all staff.
- A new Harassment Prevention Policy and Procedures was developed to ensure a safe, harmonious and productive workplace for all employees that is free of discrimination.
- A new Induction Policy and Procedure was developed to provide a systematic process through which all new employees learn about the organisation and quickly become a productive contributor to the organisation.

- Management of Employees on Probation Policy and Procedures were developed to ensure all employees' conduct, performance and suitability is fairly and equally assessed during their probation period.
- The Performance Planning and Development System continued to be implemented in the Trust and all staff created learning and development plans in consultation with their managers. This system ensured that all staff have equal access to learning and development opportunities provided by the Trust.
- The Trust maintained an agreement with Lady Gowrie Corporate Child Care Advisor Service to provide information and referral to staff on a range of services for their families.
- A position description was developed for an Indigenous Heritage Project Officer and funding was sought under the 2004/2005 Elsa Dixon Aboriginal Employment Program, Temporary Placement Element to support this position within the organisation. The application met the requirements of the program guidelines but due to limited funding available, the application was placed on a priority list should funding become available in the future.
- Flexible working arrangements are available to all staff.
- All positions were advertised on the organisations' website [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au) to maximise access to employment opportunities.

## Occupational health and safety

The Trust is committed to providing a safe workplace for its staff and over the past 12 months has implemented a number of new initiatives aimed at long term safety improvements:

- A Risk Management Framework was developed and is being implemented.
- New accident notification, investigation, and injury management processes were designed. These were supported by a number of short workshops for management and employees designed to facilitate the implementation of each process.
- The Workplace Safety Committee was revised to include representatives from every section. This will enable a wider range of experience on the committee.

A Safety Management System was developed and is currently undergoing a consultative process with employees and management. When finalised, this system will be the safety guide for all employees working within Centennial Parklands.

## Action plan for women

The NSW Government action plan for women is a whole-of-government approach to improving the economic and social participation of women in NSW society. The Trust contributes to the action plan's objectives to promote workplaces that are equitable, safe and responsive to all aspects of women's lives and works towards gender equity outcomes in all areas of policy development and service delivery.

During 2003–2004, the Spokeswomen's program held quarterly seminars for staff on a series of topics including stress management, personal safety and career development.





Quercus canariensis



Risk management and insurance

Insurance coverage with the NSW Treasury Managed Fund continued throughout 2003–2004, with policies for workers compensation, liability, motor vehicle, property, and miscellaneous insurance. Risk management principles are well integrated into all aspects of the decision-making process.

The Trust's complaints handling systems was reviewed under the Trust's Internal Audit Program. The report recommended that the Trust record all complaints and incidents on a central tracking system. Recommendations of this report will be implemented over the next 12 months.

All licensees are required under their contract to report all incidents occurring on their premises to the Trust. There has been a significant rise in reported incidents over the last year due to a more stringent reporting of licensee incidents. The Equestrian Centre licensees recently developed their own incident reporting form for this purpose.

The Trust conducted an extensive review of its Child Protection Policy and Procedures to meet its reporting requirements. Risk management strategies have been developed which include training for Parklands staff. Licensees will also be offered the opportunity to participate.

Leadership in interactive networks such as the Parks Forum (an Australasian organisation for parks related organisations) and Sydney Urban Parks Education and Research (SUPER) Group ensure that optimum operational practices and broad comprehensive benchmarking are undertaken within the Centennial Parklands control environment.

PERFORMANCE INDICATORS  
EEO and OH&S Results

Number of employees by classification on 30 June 2004

Job classification	00/01	01/02	02/03	03/04
Administrative & Clerical	22	22	27.5	31.1
Horticulture & Ranger	29	29	31	31.6
Landscape Architects	2	2	3	0.4
TOTAL	53	*53	*61.5	*63.1

\* Does not include temporary agency staff

Trends in the representation of EEO groups on 30 June 2004

EEO Group	Benchmark or target	00/01	01/02	02/03	03/04
Women	50%	38%	38%	44%	46%
Aboriginal and Torres Strait Islanders	2%	1.9%	0%	0%	0%
People whose first language was not English	20%	10%	8%	11%	9%
People with a disability	12%	13%	2%	5%	4%
People with a disability requiring work-related adjustment	7%	11.3%	0%	3%	2.9%
Total staff	n/a	53	52	66	70
Response rate		85%	100%	100%	100%

Trends in the distribution of EEO groups on 30 June 2004

EEO Group	Benchmark or target	00/01	01/02	02/03	03/04
Women	100	nc	113	114	126
Aboriginal and Torres Strait Islanders	100	nc	nc	nc	nc
People whose first language was not English	100	nc	nc	nc	nc
People with a disability	100	nc	nc	nc	nc
People with a disability requiring work-related adjustment	100	nc	nc	nc	nc

Notes

1. Excludes casual staff.

2. A Distribution Index of 100 indicates that the centre of the Equal Employment Opportunity (EEO) distribution across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency, the lower the index. In some cases the index may be more than 100, indicating the EEO group is less concentrated at lower salary levels.
3. Nc = not calculated.

4. The Distribution Index is automatically calculated by ODEOPE software.

Safety statistics as at 30 June 2004

New initiatives being implemented to address the increase of claim costs and time lost for this year should start to show a downward trend.

Year	00/01	01/02	02/03	03/04
Number of works compensation claims	7	5	9	12
Cost per claim per employee	\$280	\$316	\$121	\$379
Organisation ranking against all government agencies	73/118	71/111	41/111	76/130